Agriculture and Agri-Food Canada

2014–15

Report on Plans and Priorities

Honourable Gerry Ritz, P.C., M.P.,
Minister of Agriculture and Agri-Food

2014–15 Report on Plans and Priorities

© Her Majesty the Queen in Right of Canada, as represented by the Minister of Agriculture and Agri-Food Canada, 2014

Electronic version is available at www.agr.gc.ca

ISSN 1494-2070
Catalogue No. A1-9/2014E-PDF
AAFC No. 12174E

2014–15
ESTIMATES

PART III – Departmental Expenditure Plans: Reports on Plans and Priorities

Purpose
Reports on Plans and Priorities (RPP) are individual expenditure plans for each department and agency. These reports provide increased levels of detail over a three-year period on an organization's main priorities by strategic outcome, program and planned/expected results, including links to related resource requirements presented in the Main Estimates. In conjunction with the Main Estimates, Reports on Plans and Priorities serve to inform members of Parliament on planned expenditures of departments and agencies, and support Parliament's consideration of supply bills. The RPPs are typically tabled soon after the Main Estimates by the President of the Treasury Board.

Estimates Documents
The Estimates are comprised of three parts:

Part I - Government Expenditure Plan - provides an overview of the Government's requirements and changes in estimated expenditures from previous fiscal years.

Part II - Main Estimates - supports the appropriation acts with detailed information on the estimated spending and authorities being sought by each federal organization requesting appropriations.

In accordance with Standing Orders of the House of Commons, Parts I and II must be tabled on or before March 1.

Part III - Departmental Expenditure Plans - consists of two components:

- Report on Plans and Priorities (RPP)
- Departmental Performance Report (DPR)

DPRs are individual department and agency accounts of results achieved against planned performance expectations as set out in respective RPPs.

The DPRs for the most recently completed fiscal year are tabled in the fall by the President of the Treasury Board.

Supplementary Estimates support Appropriation Acts presented later in the fiscal year. Supplementary Estimates present information on spending requirements that were either not sufficiently developed in time for inclusion in the Main Estimates or have subsequently been refined to account for developments in particular programs and services. Supplementary Estimates also provide information on changes to expenditure forecasts of major statutory items as well as on such items as: transfers of funds between votes; debt deletion; loan guarantees; and new or increased grants.

For more information on the Estimates, please consult the Treasury Board Secretariat website[i].

Links to the Estimates
As shown above, RPPs make up part of the Part III of the Estimates documents. Whereas Part II emphasizes the financial aspect of the Estimates, Part III focuses on financial and non-financial performance information, both from a planning and priorities standpoint (RPP), and an achievements and results perspective (DPR).

The Management Resources and Results Structure (MRRS) establishes a structure for display of financial information in the Estimates and reporting to Parliament via RPPs and DPRs. When displaying planned spending, RPPs rely on the Estimates as a basic source of financial information.

Main Estimates expenditure figures are based on the Annual Reference Level Update which is prepared in the fall. In comparison, planned spending found in RPPs includes the Estimates as well as any other amounts that have been approved through a Treasury Board submission up to February 1st (See Definitions section). This readjusting of the financial figures allows for a more up-to-date portrait of planned spending by program.

Changes to the presentation of the Report on Plans and Priorities
Several changes have been made to the presentation of the RPP partially to respond to a number of requests – from the House of Commons Standing Committees on Public Accounts (PAC - Report 15[ii]), in 2010; and on Government and Operations Estimates (OGGO - Report 7[iii]), in 2012 – to provide more detailed financial and non-financial performance information about programs within RPPs and DPRs, thus improving the ease of their study to support appropriations approval.

- In Section II, financial, human resources and performance information is now presented at the Program and Sub-program levels for more granularity.
- The report's general format and terminology have been reviewed for clarity and consistency purposes.
- Other efforts aimed at making the report more intuitive and focused on Estimates information were made to strengthen alignment with the Main Estimates.

How to read this document
RPPs are divided into four sections:

Section I: Organizational Expenditure Overview

This Organizational Expenditure Overview allows the reader to get a general glance at the organization. It provides a description of the organization's purpose, as well as basic financial and human resources information. This section opens with the new Organizational Profile, which displays general information about the department, including the names of the minister and the deputy head, the ministerial portfolio, the year the department was established, and the main legislative authorities. This subsection is followed by a new subsection entitled Organizational Context, which includes the *Raison d'être*, the Responsibilities, the Strategic Outcomes and Program Alignment Architecture, the Organizational Priorities and the Risk Analysis. This section ends with the Planned Expenditures, the Alignment to Government of Canada Outcomes, the Estimates by Votes and the Contribution to the Federal Sustainable Development Strategy. It should be noted that this section does not display any non-financial performance information related to programs (please see Section II).

Section II: Analysis of Programs by Strategic Outcomes

This Section provides detailed financial and non-financial performance information for strategic outcomes, Programs and sub-programs. This section allows the reader to learn more about programs by reading their respective description and narrative entitled "Planning Highlights". This narrative speaks to key services or initiatives which support the plans and priorities presented in Section I; it also describes how performance information supports the department's strategic outcome or parent program.

Section III: Supplementary Information

This section provides supporting information related to departmental plans and priorities. In this section, the reader will find future-oriented statement of operations and a link to supplementary information tables regarding transfer payments, as well as information related to the greening government operations, internal audits and evaluations, horizontal initiatives, user fees, major crown and transformational projects, and up-front multi-year funding, where applicable to individual organizations. The reader will also find a link to the *Tax Expenditures and Evaluations* publication, produced annually by the Minister of Finance, which provides estimates and projections of the revenue impacts of federal tax measures designed to support the economic and social priorities of the Government of Canada.

Section IV: Organizational Contact Information

In this last section, the reader will have access to organizational contact information.

Definitions

Appropriation
Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

Budgetary Vs. Non-budgetary Expenditures

Budgetary expenditures – operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to crown corporations.

Non-budgetary expenditures – net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

Expected Result
An outcome that a program is designed to achieve.

Full-Time Equivalent (FTE)
A measure of the extent to which an employee represents a full person-year charge against a departmental budget. FTEs are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada Outcomes
A set of high-level objectives defined for the government as a whole.

Management Resources and Results Structure (MRRS)
A common approach and structure to the collection, management and reporting of financial and non-financial performance information.

An MRRS provides detailed information on all departmental programs (e.g.: program costs, program expected results and their associated targets, how they align to the government's priorities and intended outcomes, etc.) and establishes the same structure for both internal decision making and external accountability.

Planned Spending
For the purpose of the RPP, planned spending refers to those amounts for which a Treasury Board (TB) submission approval has been received by no later than February 1, 2014. This cut-off date differs from the Main Estimates process. Therefore, planned spending may include amounts incremental to planned expenditure levels presented in the 2014–15 Main Estimates.

Program
A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results, and that are treated as a budgetary unit.

Program Alignment Architecture
A structured inventory of a department's programs, where programs are arranged in a hierarchical manner to depict the logical relationship between each program and the Strategic Outcomes to which they contribute.

Spending Areas
Government of Canada categories of expenditures. There are four spending areas[iv] (social affairs, economic affairs, international affairs and government affairs) each comprised of three to five Government of Canada outcomes.

Strategic Outcome
A long-term and enduring benefit to Canadians that is linked to the department's mandate, vision, and core functions.

Sunset Program
A time-limited program that does not have on-going funding or policy authority. When the program is set to expire, a decision must be made as to whether to continue the program. (In the case of a renewal, the decision specifies the scope, funding level and duration).

Whole-of-Government Framework
A map of the financial and non-financial contributions of federal organizations receiving appropriations that aligns their Programs to a set of high level outcome areas defined for the government as a whole.

Table of Contents

Minister's Message 1

Section I: Organizational Expenditure Overview 3

Organizational Profile 3

Organizational Context 3

Raison d'être 3

Responsibilities 4

Strategic Outcomes (SO) and Program Alignment Architecture (PAA) 4

Organizational Priorities 6

Risk Analysis 8

Planned Expenditures 9

Alignment to Government of Canada Outcomes 11

Departmental Spending Trend 12

Estimates by Vote 13

Contribution to the Federal Sustainable Development Strategy (FSDS) 13

Section II: Analysis of Programs by Strategic Outcomes 15

Strategic Outcome 1: A competitive and market-oriented agriculture, agri-food and agri-based products sector that proactively manages risk 15

Program 1.1: Business Risk Management 15

Sub-Program 1.1.1: AgriStability 17

Sub-Program 1.1.2: AgriInvest 18

Sub-Program 1.1.3: AgriRecovery 19

Sub-Program 1.1.4: AgriInsurance 20

Sub-Program 1.1.5: AgriRisk 22

Sub-Program 1.1.6: *Agricultural Marketing Programs Act* 23

Sub-Program 1.1.7: *Canadian Agricultural Loans Act* 24

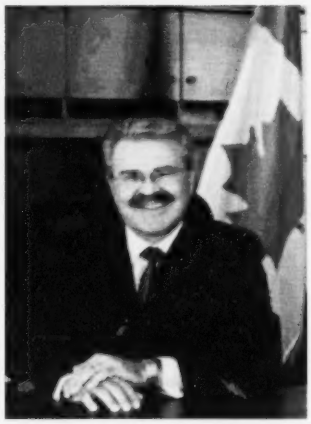
Program 1.2: Market Access, Negotiations, Sector Competitiveness, and Assurance Systems 25

Sub-Program 1.2.1: Trade and Market Expansion 26

Sub-Program 1.2.2: Sector Engagement and Development....28
Sub-Program 1.2.3: Market Development....29
Sub-Program 1.2.4: Assurance Systems....30
Sub-Program 1.2.5: FPT Cost-shared Market Development and Competitiveness....32
Sub-Program 1.2.6: Pest Management: Pesticides Minor Use Program....33
Sub-Program 1.2.7: Pest Management: Pesticides Risk Reduction Program....34
Sub-Program 1.2.8: Canadian Wheat Board Transition Costs Program....35
Sub-Program 1.2.9: Canadian Cattlemen's Association Legacy....36
Sub-Program 1.2.10: Control of Diseases in the Hog Industry 2....37
Program 1.3: Farm Products Council of Canada....38
Strategic Outcome 2: An innovative and sustainable agriculture, agri-food and agri-based products sector....40
Program 2.1: Science, Innovation, Adoption, and Sustainability....40
Sub-Program 2.1.1: Science Supporting an Innovative and Sustainable Sector....42
Sub-Program 2.1.2: Research Accelerating Innovation....44
Sub-Program 2.1.3: Research, Development and Knowledge Transfer....45
Sub-Program 2.1.4: Enabling Commercialization and Adoption....47
Sub-Program 2.1.5: FPT Cost-shared Research, Adoption and Commercialization....48
Sub-Program 2.1.6: FPT Cost-shared Environment....49
Sub-Program 2.1.7: Agricultural Greenhouse Gases....50
Program 2.2: Industry Capacity....51
Sub-Program 2.2.1: Farm Debt Mediation Service....52
Sub-Program 2.2.2: Fostering Business Development....53

Sub-Program 2.2.3: FPT Cost-shared Adaptability and Industry Capacity 54
Sub-Program 2.2.4: Community Pastures 55
Sub-Program 2.2.5: Water Infrastructure 56
Sub-Program 2.2.6: Churchill Port Utilisation Program 57
Sub-Program 2.2.7: Canadian Agricultural Adaptation Program 58
Program 2.3: Canadian Pari-Mutuel Agency 59
Internal Services 60
Section III: Supplementary Information 63
Future-Oriented Statement of Operations 63
List of Supplementary Information Tables 64
Tax Expenditures and Evaluations 64
Section IV: Organizational Contact Information 65
Endnotes 65

Minister's Message



With deep roots in our history and heritage, Canada's agriculture and food industry has grown into a modern, technologically advanced, export-oriented sector that is among the elite performers in today's highly competitive global marketplace.

Our hardworking agriculture, food and seafood producers and processors export close to $50 billion in innovative, high-quality food products around the world. All told, the agriculture and food industry generates over eight per cent of Canada's Gross Domestic Product and one in eight jobs, with production valued at $90 billion.

Looking ahead, the outlook is bright. With our highly-skilled producers and our abundant land and water resources, Canada is well positioned to meet growing demand in the global marketplace.

To maximize the success of our sector, the federal government and the provinces and territories are investing $3 billion over five years under the *Growing Forward 2* (GF2) framework in strategic initiatives driving innovation, competitiveness and market development.

With about half of all agricultural production destined for export, trade is critical to the continued economic growth of the sector. Complementing the AgriMarketing Program under GF2, our Government will continue its aggressive trade agenda, working towards a fair and more market-oriented international trade in agricultural products based on predictable rules and sound science. After concluding six free trade agreements with nine countries, our Government reached agreement in principle on a trade agreement with the European Union (EU), the world's largest market for food. Building on the opportunities that the Canada-EU agreement will generate, Canada will continue to work bilaterally and multilaterally to level the global playing field so Canadian farmers and agricultural exporters can maximize opportunities in international markets.

Innovation is at the heart of GF2 as a critical component of competitiveness, with increased investments of nearly $700 million – of which a full two-thirds will be solely dedicated to industry-led projects. Under highly successful research clusters across a number of key sectors, we continue to take a collaborative approach to driving innovation.

We are also driving innovation through the introduction of the *Agricultural Growth Act*, which will stimulate investment and innovation in Canada's agriculture sector and give Canadian farmers more tools to compete and thrive in world markets and at home.

To reinvigorate Canada's grain industry, we have also embarked on an aggressive policy reform agenda that includes marketing freedom, modernizing the Canadian Grain Commission and collaborating with industry to foster innovation in the wheat sector.

The time is right for transformational change throughout this core economic sector. I'm confident the progress we have made with our partners in the Agriculture Portfolio, as well as governments and industry, will help to lay the foundation for a strong and sustainable future for the Canadian agriculture and agri-food industry.

Honourable Gerry Ritz, P.C., M.P.,
Minister of Agriculture and Agri-Food

Section I: Organizational Expenditure Overview

Organizational Profile

Minister: Honourable Gerry Ritz, P.C., M.P.

Deputy Head: Suzanne Vinet

Ministerial portfolio: Agriculture and Agri-Food

Year established: 1868

Main legislative authorities: *Department of Agriculture and Agri-Food Act*, R.S.C. 1985, c. A-9

Other: Additional information can be found online[v].

Organizational Context

Raison d'être

The Department of Agriculture and Agri-Food Canada (AAFC) was created in 1868 — one year after Confederation — because of the importance of agriculture to the economic, social and cultural development of Canada. Today, the Department helps create the conditions for the long-term profitability, sustainability and adaptability of the Canadian agricultural sector. AAFC supports the sector through initiatives that promote innovation and competitiveness, and that proactively manage risk. The Department's goal is to position agriculture, agri-food and agri-based product industries to realize their full potential by seizing new opportunities in the growing domestic and global marketplace.

Our Vision

Driving innovation and ingenuity to build a world leading agricultural and food economy for the benefit of all Canadians.

Our Mission

AAFC provides leadership in the growth and development of a competitive, innovative and sustainable Canadian agriculture and agri-food sector.

Responsibilities

AAFC provides information, research and technology, and policies and programs to help Canada's agriculture, agri-food and agri-based products sector compete in markets at home and abroad, manage risk and embrace innovation. The activities of the Department extend from the farmer to the consumer, from the farm to global markets, through all phases of sustainably producing, processing and marketing of agriculture and agri-food products. In this regard, and in recognition that agriculture is a shared jurisdiction, AAFC works closely with provincial and territorial governments.

AAFC's mandate is based upon the *Department of Agriculture and Agri-Food Act*. The Minister is also responsible for the administration of several other Acts[v], such as the *Canadian Agricultural Loans Act*.

The Department is responsible for ensuring collaboration among the organizations within the Agriculture and Agri-Food Portfolio; this means coherent policy and program development and effective cooperation in meeting challenges on cross-portfolio issues. The portfolio organizations[vi] consist of: the Canadian Dairy Commission; the Canadian Grain Commission; Farm Credit Canada; the Canada Agricultural Review Tribunal; and the Farm Products Council of Canada. AAFC also includes the Canadian Pari-Mutuel Agency, a special operating agency that regulates and supervises pari-mutuel betting on horse racing at racetracks across Canada.

Strategic Outcomes (SO) and Program Alignment Architecture (PAA)

1 **Strategic Outcome:** A competitive and market-oriented agriculture, agri-food and agri-based products sector that proactively manages risk

- 1.1 **Program:** Business Risk Management
  - 1.1.1 **Sub-Program:** AgriStability
  - 1.1.2 **Sub-Program:** AgriInvest
  - 1.1.3 **Sub-Program:** AgriRecovery
  - 1.1.4 **Sub-Program:** AgriInsurance
  - 1.1.5 **Sub-Program:** AgriRisk
  - 1.1.6 **Sub-Program:** *Agricultural Marketing Programs Act*
  - 1.1.7 **Sub-Program:** *Canadian Agricultural Loans Act*

- 1.2 **Program:** Market Access, Negotiations, Sector Competitiveness, and Assurance Systems
  - 1.2.1 **Sub-Program:** Trade and Market Expansion
  - 1.2.2 **Sub-Program:** Sector Engagement and Development
  - 1.2.3 **Sub-Program:** Market Development
  - 1.2.4 **Sub-Program:** Assurance Systems
  - 1.2.5 **Sub-Program:** FPT Cost-shared Market Development and Competitiveness
  - 1.2.6 **Sub-Program:** Pest Management: Pesticides Minor Use Program

- 1.2.7 **Sub-Program:** Pest Management: Pesticides Risk Reduction Program
- 1.2.8 **Sub-Program:** Canadian Wheat Board Transition Costs Program
- 1.2.9 **Sub-Program:** Canadian Cattlemen's Association Legacy
- 1.2.10 **Sub-Program:** Control of Diseases in the Hog Industry 2

1.3 **Program:** Farm Products Council of Canada

2 **Strategic Outcome: An innovative and sustainable agriculture, agri-food and agri-based products sector**

2.1 **Program:** Science, Innovation, Adoption and Sustainability

- 2.1.1 **Sub-Program:** Science Supporting an Innovative and Sustainable Sector
- 2.1.2 **Sub-Program:** Research Accelerating Innovation
- 2.1.3 **Sub-Program:** Research, Development and Knowledge Transfer
- 2.1.4 **Sub-Program:** Enabling Commercialization and Adoption
- 2.1.5 **Sub-Program:** FPT Cost-shared Research, Adoption and Commercialization
- 2.1.6 **Sub-Program:** FPT Cost-shared Environment
- 2.1.7 **Sub-Program:** Agricultural Greenhouse Gases

2.2 **Program:** Industry Capacity

- 2.2.1 **Sub-Program:** Farm Debt Mediation Service
- 2.2.2 **Sub-Program:** Fostering Business Development
- 2.2.3 **Sub-Program:** FPT Cost-shared Adaptability and Industry Capacity
- 2.2.4 **Sub-Program:** Community Pastures
- 2.2.5 **Sub-Program:** Water Infrastructure
- 2.2.6 **Sub-Program:** Churchill Port Utilisation Program
- 2.2.7 **Sub-Program:** Canadian Agricultural Adaptation Program

2.3 **Program:** Canadian Pari-Mutuel Agency

3.1 **Internal Services**

Organizational Priorities

At this time of great opportunity for the sector, AAFC will focus on the priorities described below, to help create the right conditions for farmers and food manufacturers to compete – especially internationally – adapt, and innovate in the 21st century. The Department will continue efforts to carry out its own business more effectively and efficiently in serving its clients with an engaged and high-performing workforce.

Organizational Priorities

Priority	Type	Strategic Outcomes
Support and improve the competitiveness and adaptability of the agriculture, agri-food and agri-based product sector	Ongoing	SO 1 – A competitive sector SO 2 – An innovative sector
Description		
Why is this a priority? • Increasing sector competitiveness, both internationally and domestically, improves the resiliency of the Canadian agriculture and agri-food industry and its ability to adapt and respond to opportunities and challenges. **What are the plans for meeting this priority?** • Completing the review of crop and livestock insurance and implementing the Western Livestock Price Insurance Program, with provincial and territorial partners • Supporting the advancement of modern, science- and risk-based regulatory processes that seek to reduce barriers to the competitiveness of the sector through AAFC's Regulatory Reform Action Plan and collaboration with key partners, including working with the Canadian Food Inspection Agency to help the agri-food sector adapt to a new food-safety oversight regime • Advancing the reform and modernization of the grain sector, including legislative and regulatory changes, and supply chain performance		

Priority	Type	Strategic Outcomes
Maintain and improve access to targeted, key international markets	Ongoing	SO 1 – A competitive sector SO 2 – An innovative sector
Description		
Why is this a priority? • Increasing global demand for Canadian agricultural, agri-food and agri-based products can generate positive returns to the Canadian economy in the form of increased profitability, investment and employment in the industry. **What are the plans for meeting this priority?** • Supporting the Government of Canada's trade liberalization and market access agenda, bilaterally and multilaterally, while positioning the agriculture and agri-food industry to take advantage of opportunities from trade agreements, such as the Canada-European Union Comprehensive		

Economic and Trade Agreement
- Ensuring a coherent and co-ordinated approach to the sector's international agenda, as set out in the Department's international strategy and associated country strategies, with other federal departments, provinces and territories and industry

Priority	Type	Strategic Outcomes
Generate new knowledge, foster innovation and increase adoption and commercialization of agricultural, agri-food and agri-based products, processes or practices	Ongoing	SO 1 – A competitive sector SO 2 – An innovative sector

Description

Why is this a priority?

- Innovation, enabled through knowledge creation and transfer, enhances economic growth and sustainability of the Canadian agriculture and agri-food industry.

What are the plans for meeting this priority?

- Implementing the Science and Technology Strategic Direction to guide AAFC investment to support a resilient and innovative agriculture, agri-food and agri-based products sector
- Continuing to work with regulatory partners to create and maintain a modern regulatory environment that encourages and supports innovation

Priority	Type	Strategic Outcomes
Continue to improve program and service delivery to respond to client expectations	Ongoing	SO 1 – A competitive sector SO 2 – An innovative sector

Description

Why is this a priority?

- Transformation supports improved and eased access to government services and programs.

What are the plans for meeting this priority?

- Improving program performance and monitoring capabilities to enhance service to clients and reporting of results to Canadians
- Leveraging information, on-line services and technology capacity to enhance programs and service delivery

Priority	Type	Strategic Outcomes
Support and engage our workforce to meet current and future work objectives and opportunities	Ongoing	SO 1 – A competitive sector SO 2 – An innovative sector

Description

Why is this a priority?

- An adaptable, high-performing, engaged, and diverse workforce with the right skills supports the capacity to meet current and evolving business objectives of the Department.
- Blueprint 2020 presents a vision of a high-performing Public Service that works collaboratively,

makes smart use of new technologies, and seeks efficient and innovative approaches in its work.

What are the plans for meeting this priority?

- Ensuring excellence through talent and performance management
- Sustaining learning and professional development opportunities for employees
- Building on the Blueprint 2020 to nurture a management culture of openness, communications and engagement

Risk Analysis

The Canadian agricultural and agri-food industry is influenced by a wide range of factors that shape global demand and supply for agricultural commodities. Global demand for agricultural and agri-food products will continue to be strongly influenced by high economic growth rates and rising incomes in large, emerging economies, such as Brazil, Russia, India, and China. Supply of agriculture and agri-food products is driven by producer production decisions that balance commodity prices with the cost of inputs, such as fertilizer and fuel, and other constraints, such as available land and annual growing conditions (e.g., drought).

The health of the world economy continues to face some major risks, such as the EU debt crisis and sustainability of the United States' fiscal path, that could continue to be a drag on overall growth. A weaker Canadian dollar versus its American counterpart suggests there may be modest relief for Canada's export-oriented industries, including agriculture and agri-food, as products and commodities exported will become more cost competitive, likely resulting in gains for the Canadian sector. However, some farmers may face increased prices of some inputs. Moving forward, improving prospects for world economic growth could support expanded multilateral commerce with rising exports and imports for those countries well integrated into global markets.

AAFC systematically identifies, assesses, monitors, and responds to a variety of strategic, operational, program and project level risks, and opportunities as it advances its programs and services. As such, the Department continues to enhance its decision-making capacity by effectively embedding risk and opportunity management within its culture, processes and planning practices. Annually AAFC updates its Corporate Risk Profile to communicate the key risks and opportunities that have the potential to affect the achievement of Strategic Outcomes. For 2014–15, AAFC's highest external corporate risks and opportunities are presented below.

Statement	Risk Response Strategy	Link to Program Alignment Architecture
Trade Opportunity: Strengthen and enhance trade relationships and work with partners to assist industry in capitalizing on trade opportunities.	Continued implementation and monitoring of market access activities. Collaboration with provincial and territorial governments and with industry to share market intelligence and discuss trade-related issues in order to re-open,	**Strategic Outcome:** SO 1 – A competitive sector **Programs:** Business Risk Management Market Access,

	maintain and expand markets for Canadian agricultural products.	Negotiations, Sector Competitiveness, and Assurance Systems
Catastrophic Crisis Risk: AAFC's capacity to respond to catastrophic crises, including those related to natural and accidental hazards (e.g., animal health, weather, etc.) may have consequences for the agriculture, agri-based and agri-food sector and/or to Canadians.	Continued input, as required, into: Emergency Management and Governance Procedures; Industry Emergency Preparedness Activities (e.g., flood); Preparation for Animal Disease outbreaks (i.e., Livestock Market Interruption Strategy); and Emergency Preparedness Activities in support of the agriculture and agri-food sector.	**Strategic Outcomes:** SO 1 – A competitive sector SO 2 – An innovative sector **Programs:** All Programs
Infrastructure Risk: Increasing maintenance and rehabilitation costs may affect the Department's ability to maintain its infrastructure and assets at an adequate level; and limit the capacity to invest in support of emerging priorities.	Continued oversight of the Department's infrastructure through its Investment Plan to support ongoing operations and priorities. Ongoing rejuvenation of a dam safety management system.	**Strategic Outcomes:** SO 1 – A competitive sector SO 2 – An innovative sector **Programs:** All Programs

Planned Expenditures

Budgetary Financial Resources (Planned Spending—dollars)

2014–15 Main Estimates	2014–15 Planned Spending[1]	2015–16 Planned Spending[1]	2016–17 Planned Spending[1]
2,253,196,812	2,253,196,812	2,244,765,357	2,224,435,052

Human Resources (Full-time equivalents—FTEs)[2]

2014–15	2015–16	2016–17
5,036	5,032	4,988

Budgetary Planning Summary for Strategic Outcomes and Programs (dollars)

Strategic Outcomes, Programs and Internal Services	2011–12 Expenditures[3]	2012–13 Expenditures[3]	2013–14 Forecast Spending[4]	2014–15 Main Estimates	2014–15 Planned Spending[1]	2015–16 Planned Spending[1]	2016–17 Planned Spending[1]
Strategic Outcome 1: A competitive and market-oriented agriculture, agri-food and agri-based products sector that proactively manages risk							
Program 1.1: Business Risk Management	1,412,029,046	1,420,001,333	1,334,671,093	1,297,306,348	1,297,306,348	1,301,356,347	1,305,756,347
Program 1.2: Market Access, Negotiations, Sector Competitiveness, and Assurance Systems	*	*	*	211,533,122	211,533,122	200,835,873	178,370,574
Program 1.3: Farm Products Council of Canada	3,063,149	2,998,099	2,825,105	2,483,404	2,483,404	2,483,404	2,483,404
Strategic Outcome 1 Subtotal	1,415,092,195	1,422,999,432	1,337,496,198	1,511,322,874	1,511,322,874	1,504,675,624	1,486,610,325
Strategic Outcome 2: An innovative and sustainable agriculture, agri-food and agri-based products sector							
Program 2.1: Science, Innovation, Adoption and Sustainability	*	*	*	519,175,818	519,175,818	519,128,339	518,209,537
Program 2.2: Industry Capacity	*	*	*	72,190,745	72,190,745	72,193,150	72,209,092
Program 2.3: Canadian Pari-Mutuel Agency	(253,649)	(1,240,186)	(421,000)	34,000	34,000	294,000	542,000
Strategic Outcome 2 Subtotal	(253,649)	(1,240,186)	(421,000)	591,400,563	591,400,563	591,615,489	590,960,629
Internal Services Subtotal	347,663,815	327,379,980	322,428,227	150,473,375	150,473,375	148,474,244	146,864,098
Funds not allocated to the 2014-15 Program Alignment Architecture	795,152,264	932,419,849	889,229,438	-	-	-	-
Total	2,557,654,625	2,681,559,075	2,548,732,863	2,253,196,812	2,253,196,812	2,244,765,357	2,224,435,052

* Due to significant changes in AAFC's Program Alignment Architecture in 2014–15, expenditures for 2011–12 and 2012–13, as well forecast spending for 2013-14 have not been provided according to the new Program Alignment Architecture.

[1] Planned spending reflects funds already brought into the Department's reference levels as well as amounts to be authorized through the Estimates process as presented in the Department's Annual Reference Level Update. Planned spending has not been adjusted to include new information contained in Budget 2014. More information will be provided in the 2014–15 Supplementary Estimates, as applicable.
[2] The FTEs do not include students or staff funded through respendable revenue sources. For example, in 2013–14, there were 18 FTEs employed by AAFC funded by respendable revenue sources from collaborative research projects with industry, and other activities not funded through AAFC appropriations. Also, 418 FTEs were employed as students.
[3] Expenditures represents the actual expenditures incurred during the respective fiscal year, as reported in Public Accounts.
[4] Forecast spending reflects the authorized funding levels to the end of the fiscal year (not necessarily forecast expenditures).

Alignment to Government of Canada Outcomes

2014–15 Planned Spending by Whole-of-Government-Framework Spending Area[iv] (dollars)

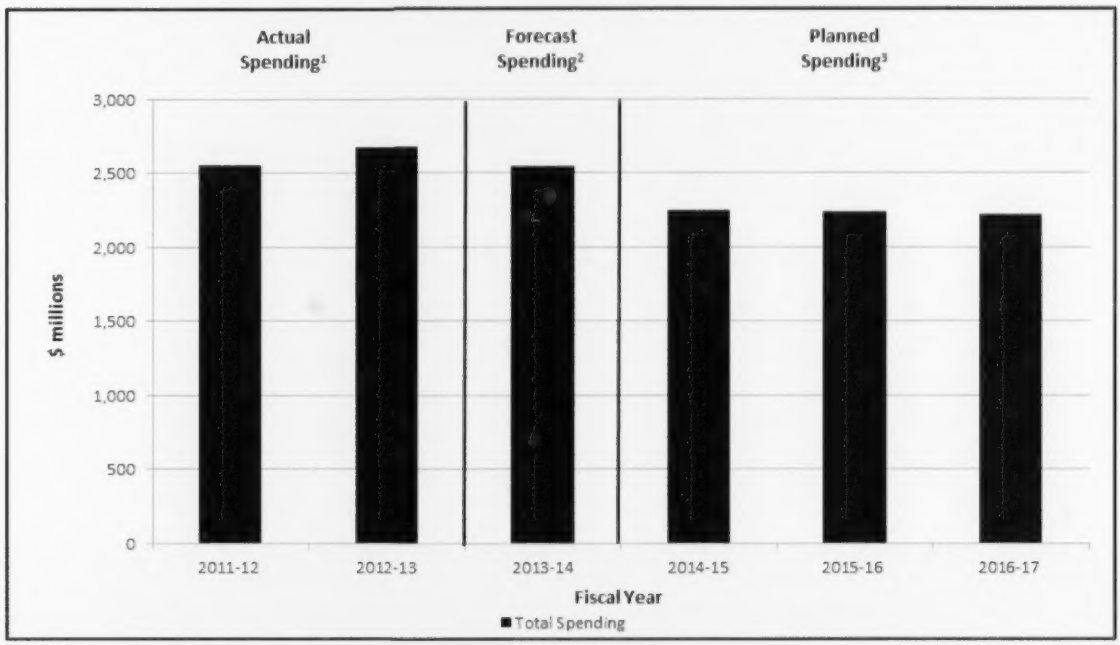
Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2014–15 Planned Spending
1 A competitive and market-oriented agriculture, agri-food and agri-based products sector that proactively manages risk	1.1 Business Risk Management	Economic Affairs	Strong Economic Growth	1,297,306,348
	1.2 Market Access, Negotiations, Sector Competitiveness, and Assurance Systems	Economic Affairs	Strong Economic Growth	211,533,122
	1.3 Farm Products Council of Canada	Economic Affairs	A Fair and Secure Marketplace	2,483,404
2 An innovative and sustainable agriculture, agri-food and agri-based products sector	2.1 Science, Innovation, Adoption and Sustainability	Economic Affairs	An Innovative and Knowledge-based Economy	519,175,818
	2.2 Industry Capacity	Economic Affairs	Strong Economic Growth	72,190,745
	2.3 Canadian Pari-Mutuel Agency	Economic Affairs	A Fair and Secure Marketplace	34,000

Total Planned Spending by Spending Area (dollars)

Spending Area	Total Planned Spending
Economic Affairs	2,102,723,437
Social Affairs	-
International Affairs	-
Government Affairs	-

Departmental Spending Trend

Departmental Spending Trend Graph



[1] Actual spending represents the actual expenditures incurred during the respective fiscal year, as reported in Public Accounts.
[2] Forecast spending reflects the authorized funding levels to the end of the fiscal year (not necessarily forecast expenditures).
[3] Planned spending reflects funds already brought into the Department's reference levels as well as amounts to be authorized through the Estimates process as presented in the Department's Annual Reference Level Update. Planned spending has not been adjusted to include new information contained in Budget 2014. More information will be provided in the 2014–15 Supplementary Estimates, as applicable.

Over the period 2011–12 to 2016–17, actual, forecast and planned spending varies from $2.7 billion in 2012–13 to $2.2 billion currently planned for 2016–17. This variability is the result of a number of factors outlined below. AAFC's programs and initiatives vary from year to year in response to changes affecting the agriculture, agri-food and agri-based products sector. For example, the requirement for Business Risk Management (BRM) program funding over recent years has been lower than in the past primarily as a result of stronger commodity prices.

Spending in 2011–12 reflects disaster assistance provided to producers affected by excess moisture conditions in the Western provinces and Quebec and assistance provided to livestock producers dealing with the impacts of severe forage shortages as a result of drought. In fiscal year 2012–13, support was provided to the Canadian Wheat Board (CWB) as it became a

voluntary grain marketing organization, giving Western Canadian farmers freedom to market their own wheat and barley on the open market.

The decrease in forecast spending in 2013–14 is largely attributable to reduced spending for the CWB Transition Costs program as well as programs that sunset in 2012–13, such as the ecoAgriculture Biofuels Capital Initiative, the former Agricultural Innovation program and the Specified Risk Material Innovation program. As well, the AgriFlexibility program was winding down in its final year, 2013–14.

The Department has also seen a transformative shift in the delivery of BRM programming, moving away from reactive income support towards programming that facilitates market-based profitability and economic growth. This, in combination with higher commodity prices driven by increasing grain prices, has resulted in an overall reduction of the forecast requirement for statutory grants and contributions under BRM programming in 2013–14 and the planning years. BRM programming will continue to provide effective support that will ensure producers are protected against severe market volatility and disasters.

The decrease in planned spending in 2014–15, and beyond, is attributable to the recent savings initiatives undertaken by the Government and the AgriFlexibility program sunsetting in 2013–14. The reduced planned spending also reflects a decrease related to an updated forecast for the *Agricultural Marketing Programs Act* and a decrease related to the CWB Transition Costs program.

Estimates by Vote

For information on the AAFC's organizational appropriations, please see the 2014–15 Main Estimates publication[vii].

Contribution to the Federal Sustainable Development Strategy (FSDS)

The 2013–16 Federal Sustainable Development Strategy[viii] (FSDS), tabled on November 4, 2013, guides the Government of Canada's 2013–16 sustainable development activities. The FSDS articulates Canada's federal sustainable development priorities for a period of three years, as required by the *Federal Sustainable Development Act* (FSDA).

AAFC contributes to Themes I – Addressing Climate Change and Air Quality; II – Maintaining Water Quality and Availability; III – Protecting Nature and Canadians; IV – Shrinking the Environmental Footprint – Beginning with Government as denoted by the visual identifiers below.

These contributions are components of the following Programs and Sub-Programs and are further explained in Section II:

- Sub-Program 1.2.1 Trade and Market Expansion
- Sub-Program 2.1.1 Science Supporting an Innovative and Sustainable Sector
- Sub-Program 2.1.2 Research Accelerating Innovation
- Sub-Program 2.1.6 FPT Cost-shared Environment
- Program 3.1 Internal Services

The Department also ensures that its decision-making process includes a consideration of the FSDS goals and targets through the strategic environmental assessment (SEA). An SEA for policy, plan or program proposals includes an analysis of the impacts of the proposal on the environment, including on the FSDS goals and targets. The results of SEAs are made public when an initiative is announced or approved, demonstrating that environmental factors were integrated into the decision-making process.

For additional details on the Department's activities to support sustainable development, please see Section II of this RPP and AAFC's Sustainable Development website[ix]. For complete details on the Strategy, please see the Federal Sustainable Development Strategy website[x].

Section II: Analysis of Programs by Strategic Outcomes

Strategic Outcome 1: A competitive and market-oriented agriculture, agri-food and agri-based products sector that proactively manages risk

Canada is a major producer and exporter of agriculture, agri-food and agri-based products, directly contributing to the economic stability and prosperity of Canadians. As such, the Canadian agriculture, agri-food and agri-based products sector must be able to competitively produce, process and market its products, respond to challenges, and capture opportunities both domestically and internationally over the long-term. The Department supports the sector in proactively managing risks and in accessing and developing markets.

Program 1.1: Business Risk Management

Description: AAFC has a comprehensive suite of business risk management programs to better equip producers with the tools and capacity to manage business risks. This suite provides coverage for small income declines, margin-based support for larger income losses, a disaster relief framework for rapid assistance to producers and production insurance to protect farmers against production losses due to uncontrollable natural hazards. In addition, assistance to producers through the provision of financial guarantees facilitates the marketing of producers' products when market conditions and prices may be more favourable.

Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
1,297,306,348	1,297,306,348	1,301,356,347	1,305,756,347

Human Resources (FTEs)

2014–15	2015–16	2016–17
365	365	365

Performance Measurement

Expected Result	Performance Indicators	Targets	Dates to be Achieved
Producers' income losses are reduced	Percentage of producers' net market income (NMI) plus Business Risk Management (BRM) payments compared to the previous five-year average NMI plus BRM payments for the sector for the 2012 program year	85	March 31, 2015
	Percentage of producers considering the BRM suite of programs as an effective tool to manage business risks	70	March 31, 2018
	Percentage of overall producers' satisfaction with the delivery of BRM programs	70	March 31, 2018

Planning Highlights

The new GF2 policy framework[xi] came into effect for the 2013 program year and made available more than $3 billion over five years for strategic investments in innovation, competitiveness and market development, as well as a complete suite of BRM programs. Under GF2, BRM programs are to focus on providing assistance in response to severe market volatility and disaster situations.

To address this new policy direction, adjustments were introduced, starting in the 2013 program year, to the AgriStability[xii] and AgriInvest[xiii] programs. Although these adjustments came into effect for producers' 2013 program year, most of the processing of files will occur in 2014–15. FPT governments have already engaged producers to ensure that they understand these adjustments, and will continue to do so in 2014–15.

In addition to the core BRM programs, GF2 will support, through the new AgriRisk Initiatives[xiv] (ARI) program, the research, development and implementation of private sector or industry-led, insurance-based products and other agricultural risk management tools.

In collaboration with provinces and territories, the Department will monitor these adjustments and the overall operations of the BRM suite. Program performance will be assessed against a new measurement strategy for BRM programs that reflects the policy priorities established under GF2.

In addition to the core BRM programs, the federal government will continue to provide producers with two complementary loan guarantee programs: the *Canadian Agricultural Loans Act*[xv] (CALA) program and the Advance Payments Program[xvi] (APP). The CALA program provides a guarantee on asset-based loans to establish, improve and develop farms or to process, distribute and market products by farming cooperatives. The APP is a federal guaranteed-loan program governed by the *Agricultural Marketing Programs Act* (AMPA) that provides producers with a cash advance on the value of their agricultural products during a specified period.

Sub-Program 1.1.1: AgriStability

Description: The AgriStability program provides support when producers experience large margin declines. Producers may be able to receive an AgriStability payment when their current year program margin falls below a percentage of their historical reference margin. AgriStability is cost-shared 60:40 by federal and provincial/territorial governments.

This program uses funding from the following transfer payment(s): (Statutory) Grant payments for the AgriStability program and (Statutory) Contribution payments for the AgriStability program.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
278,882,108	277,900,634	277,518,902

Human Resources (FTEs)

2014–15	2015–16	2016–17
286	286	286

Performance Measurement

Expected Result	Performance Indicators	Targets	Date to be Achieved
Short-term impacts of large income losses are mitigated	Participants' farm market revenues as a percentage of total farm market revenues for the 2012 program year	75	March 31, 2015
	Participants' Program Margin plus payments as a percentage of the Reference Margin for the 2012 program year	65	March 31, 2015
	Percentage of producers participating in AgriStability for the 2012 program year	55	March 31, 2015

Planning Highlights

Under the GF2 policy framework[xi], federal, provincial and territorial (FPT) governments agreed to continue providing assistance under AgriStability[xii]. Starting with the 2013 program year, program changes to AgriStability were introduced, consistent with the direction of GF2 where producers assume more responsibility for smaller losses while government assistance is focussed on disasters. The adjustments include:

- providing assistance once a participating producer's program year margin falls below 70% of that producer's historical reference margin;
- basing payments on the same level of government support (70%) regardless of the extent of margin loss, including negative margins; and
- limiting producers' reference margins to the lower of their historical reference margin or their average allowable expenses in the years used to calculate the reference margin.

Although these adjustments were introduced beginning with the 2013–14 program year, most of the processing of AgriStability applications under the new rules will begin in 2014–15, once producers have their financial results for the 2013 program year.

FPT governments will continue to communicate these adjustments to the AgriStability program to producers and throughout 2014–15 will carefully monitor their implementation.

Sub-Program 1.1.2: AgriInvest

Description: AgriInvest helps producers manage small income declines, and provides support for investments to mitigate risks or improve market income. Producers' AgriInvest accounts build as they make annual deposits based on a percentage of their Allowable Net Sales (ANS) and receive matching contributions from federal and provincial/territorial governments. AgriInvest is cost-shared 60:40 by federal and provincial/territorial governments.

This program uses funding from the following transfer payment(s): (Statutory) Grant payments for the AgriInvest program and (Statutory) Contribution payments for the AgriInvest program.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
156,161,330	156,192,803	155,974,535

Human Resources (FTEs)

2014–15	2015–16	2016–17
20	20	20

Performance Measurement

Expected Result	Performance Indicators	Targets	Date to be Achieved
Producers have the flexibility in managing financial risks	Percentage of AgriInvest producers triggering AgriStability payments and making withdrawals from their AgriInvest saving accounts for the 2012 Program Year	60	March 31, 2015
	Producers' deposits as a percent of maximum allowable contributions for the 2012 Program Year	70	March 31, 2015
	Percentage of producers participating in AgriInvest for the 2012 Program Year	75	March 31, 2015

Planning Highlights

Under the GF2 policy framework[xi], FPT governments agreed to continue providing assistance under AgriInvest[xiii]. Starting with the 2013 program year, program changes to AgriInvest were

introduced, consistent with the direction of GF2 where producers assume more responsibility for smaller losses while government assistance is focussed on disasters. The adjustments include:

- allowing producers to deposit up to 100% of their annual ANS and receive matching government contributions on the first 1%;
- limiting the maximum matching government contributions to $15,000 for each year; and
- increasing the maximum account balance from 25% of a producer's average ANS to 400%.

Although these adjustments were made starting with the 2013 program year, most of the processing of AgriInvest applications will begin in 2014–15.

FPT governments will continue to communicate these adjustments to producers and throughout 2014–15 will monitor implementation of these adjustments under the AgriInvest program. The Department will also conduct analysis on trends in account balances and withdrawals by those also receiving other program payments to ensure that producers continue to rely on AgriInvest as a mechanism to manage risk.

Sub-Program 1.1.3: AgriRecovery

Description: AgriRecovery is a disaster-relief framework that allows federal, provincial and territorial governments to work together on a case-by-case basis to assess disasters (e.g., extreme weather, disease, pests, etc.) affecting Canadian farmers and respond with targeted, disaster-specific programming when assistance is needed beyond existing programming (AgriStability, AgriInvest, AgriInsurance, Canadian Food Inspection Agency compensation, etc.). The aim of AgriRecovery is to provide affected producers with assistance to help them take action to mitigate the impacts of the disaster and/or resume business operations as quickly as possible following a disaster event.

This program uses funding from the following transfer payment(s): (Statutory) Contribution payments for the Agricultural Disaster Relief program/AgriRecovery.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
122,745,830	122,745,830	122,745,830

Human Resources (FTEs)

2014–15	2015–16	2016–17
9	9	9

Performance Measurement

Expected Result	Performance Indicators	Targets	Date to be Achieved
Farm businesses resume operations following a natural disaster	Percentage of AgriRecovery recipients undertaking anticipated recovery activities	90	March 31, 2015
	Percentage of AgriRecovery recipients where AgriRecovery payments played an important role in their recovery from a disaster	75	March 31, 2015

Planning Highlights

As part of GF2[xi], FPT governments adjusted the AgriRecovery Guidelines to provide greater clarity regarding when an AgriRecovery initiative is triggered. For 2014–15, the Department will inform producer organizations of the changes made, as well as the overall objectives and operations of the program.

The Department will continue to implement the November 2013 recommendations from the Office of the Auditor General. Specifically, the Department will:

- work with provinces and central agencies to analyze impediments to the AgriRecovery process, updating timeliness targets, as required, and making process adjustments to ensure these targets can be met;
- track and report on timeliness on a real-time basis and address those initiatives requiring corrective action;
- formally assess risks for each initiative and consult with provinces and central agencies with a view to streamlining administrative processes based on risk; and
- report against timeliness targets starting with the 2013–14 Departmental Performance Report.

Beyond the administrative improvements, the Department, in collaboration with provinces and territories, will continue to monitor natural disasters when they occur and examine the impacts and needs of producers with respect to recovery in the future.

Sub-Program 1.1.4: AgriInsurance

Description: AgriInsurance provides insurance against production losses for specified perils. The federal government contributes to AgriInsurance contracts offered to producers by provinces or territories. The commodities covered vary by province or territory and continue to expand to cover additional commodities.

This program uses funding from the following transfer payment(s): (Statutory) Contribution payments for the AgriInsurance program.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
645,332,609	645,332,609	645,332,609

Human Resources (FTEs)

2014–15	2015–16	2016–17
17	17	17

Performance Measurement

Expected Result	Performance Indicators	Targets	Dates to be Achieved
Production losses are mitigated by providing effective insurance protection	Percentage of producers who feel that AgriInsurance is effective in mitigating financial impacts of production losses	70	March 31, 2018
	Value of insured production as a percentage of the total value of all agricultural products eligible for insurance	70	March 31, 2015
	Value of agricultural products eligible for insurance as a percentage of the value of all agricultural products (excluding livestock)	85	March 31, 2015

Planning Highlights

In developing GF2[xi], both industry and governments recognized the importance of AgriInsurance[xvii] as a risk management tool. No program adjustments were made to AgriInsurance under the new policy framework.

However, in 2014–15, governments will continue to look at ways to improve insurance products to help meet the sector's risk management needs. For instance, the federal government will continue to work with the provinces as they review recommendations from the Government/Industry Forage Task Team that considered ways to improve forage insurance across the country.

The Department will also continue to implement recommendations from an internal evaluation from 2012–13, as well as an internal audit expected to be completed early in 2014. Recommendations will be implemented to best serve clients and maximize results.

AAFC will further refine administrative processes to meet service standards set for assessing new provincial plan submissions or enhancements, and for processing payments to provinces.

Sub-Program 1.1.5: AgriRisk

Description: The AgriRisk Initiatives (ARI) program provides financial and technical assistance to private-sector or industry-led projects to research, develop, implement, and deliver new risk management tools including insurance-based tools. The objective of the program is to increase producers' ability to address the risks they face by facilitating the development and adoption of agricultural risk management tools. ARI will be delivered through time-limited financial and technical assistance for projects undertaking the research and development of potential risk-management tools, and support the administrative capacity-building projects for the delivery of these tools. Research and development projects are federal-only funding whereas implementation and delivery projects are cost-shared with provinces or territories.

This program uses funding from the following transfer payment(s): Grant payments for the AgriRisk Initiatives program and Contributions for the AgriRisk Initiatives program.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
7,454,988	12,454,988	17,454,988

Human Resources (FTEs)

2014–15	2015–16	2016–17
1	1	1

Performance Measurement

Expected Result	Performance Indicators	Targets	Date to be Achieved
Industry has increased awareness of current agricultural risk management tools and mitigation strategies and has access to new or expanded business risk management tools	Percentage of participants using new tools that have been launched under ARI	5	March 31, 2018
	Percentage of producers that indicate that ARI projects have improved their risk management decision-making and practices	70	March 31, 2018

Planning Highlights

AAFC, through the new ARI program[xiv], will continue to work with industry on research and development projects aimed at increasing the availability of risk-management tools in the sector. The Department anticipates building on the outcomes of a forum, scheduled to be held in March 2014, aimed at bringing agriculture sector representatives together with government and private sector risk-management experts to explore new risk-management tools. In 2014–15, the Department will continue to work with producers and commodity organizations to build on the interest and information generated by the forum and other venues.

In 2014–15, the Department will also work with the provinces to identify and implement cost-shared Administrative Capacity Building projects to provide administrative capacity for new tools in the early years of their operation. Officials will work with provincial partners to implement the recently announced Western Livestock Price Insurance Program, which is aimed at helping producers address risk associated with price volatility.

Sub-Program 1.1.6: *Agricultural Marketing Programs Act*

Description: The Advance Payments Program (APP) and the Price Pooling Program (PPP) are two active federal loan guarantee programs legislated under the authority of the *Agricultural Marketing Programs Act* (AMPA). Under the APP, the government guarantees the repayment of the cash advances made to crop and livestock producers by third-party administrators for a specified period of time, based on the value of their agricultural product. These cash advances improve producers' cash flow throughout the year, enabling them to meet their financial obligations and benefit from the best market conditions. Eligible producers can receive an APP advance of up to $400,000 at a preferential interest rate, with the government paying the interest on the first $100,000. Producers repay their advance plus interest, as their product is sold. Target clients are producers of agricultural products as defined under the AMPA. The PPP facilitates the marketing of agricultural products under cooperative plans by guaranteeing a minimum average price of products sold by marketing agencies. This enables marketing agencies to secure financing and to issue initial delivery payments to their members. The government guarantee protects agencies against unanticipated declines in the market price of their products that exceed 35%. Target clients are marketing agencies of agricultural products defined under the AMPA.

This program uses funding from the following transfer payment(s): Payments in connection with the *Agricultural Marketing Programs Act* (S.C., 1997, c. C-34).

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
71,987,500	71,987,500	71,987,500

Human Resources (FTEs)

2014–15	2015–16	2016–17
28	28	28

Performance Measurement

Expected Result	Performance Indicators	Targets	Date to be Achieved
Agricultural producers have improved cash-flow to enable them to make better marketing decisions about their products	Number of producers receiving APP advances per production period	30,000	March 31, 2015
	Dollar value of APP advances issued per production period (billions)	2.0	March 31, 2015

Planning Highlights

Bill C-18, aimed at simplifying the APP[xvi] by streamlining administration and enhancing flexibility, was tabled in Parliament December 9, 2013. These amendments directly respond to industry's requests to improve the APP that were made during consultations sessions leading up to a report to Parliament on the operations of the Act in 2012.

AAFC will support the parliamentary process in 2014 and will work with program administrators to finalize the detailed implementation requirements, including the regulatory amendments. This will be done while also continuing to deliver the APP under the current AMPA rules and requirements.

In addition, the Department will continue to help market agricultural products through the PPP.

Sub-Program 1.1.7: *Canadian Agricultural Loans Act*

Description: The *Canadian Agricultural Loans Act* (CALA) is a legislated financial loan guarantee program that improves availability of credit to farmers and agricultural co-operatives. Under the CALA program, the Government of Canada guarantees to financial institutions repayment of the loans that they make to farmers and agricultural co-operatives for eligible purposes. Farmers use these loans to establish, improve, and develop their farms, while agricultural co-operatives use loans to process, distribute, or market the products of farming.

This program uses funding from the following transfer payment(s): Loan guarantees under the *Canadian Agricultural Loans Act* (R.S.C.,1985, c. 25 (3rd Supp.)).

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
14,741,983	14,741,983	14,741,983

Human Resources (FTEs)

2014–15	2015–16	2016–17
4	4	4

Performance Measurement

Expected Result	Performance Indicator	Target	Date to be Achieved
Agricultural farmers and co-operatives have access to affordable capital to make investments in their farm properties	Dollar value of registered loans awarded by lending institutions during the fiscal year (millions)	217	March 31, 2015

Planning Highlights

AAFC will complete an internal evaluation of the CALA[xv] in 2014. The results of this evaluation will help to form the legislative review of the CALA, which is required every five years in consultation with the Minister of Finance, and will be completed in 2014–15. It will also include a legal review by Justice Canada, and lender engagement workshops to seek feedback on the program from financial institutions. The resulting report to Parliament will include recommendations for program adjustments, where appropriate, and activities to address the final recommendations from the internal evaluation.

Program 1.2: Market Access, Negotiations, Sector Competitiveness, and Assurance Systems

Description: AAFC supports and equips industry for commercial success in order to maximize the sector's long-term profitability and competitiveness. In pursuing this objective and in close collaboration with the Canadian agriculture, agri-food and agri-based products sector, AAFC ensures access to markets, facilitates industry-led activities aimed at developing international markets and assurance systems, and provides information to help position industry to capitalize on market opportunities both at home and abroad. Assurance systems include systems, standards and tools for food safety, biosecurity, traceability, surveillance, animal welfare, and other market attributes.

Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
211,533,122	211,533,122	200,835,873	178,370,574

Human Resources (FTEs)

2014–15	2015–16	2016–17
414	414	414

Performance Measurement

Expected Result	Performance Indicator	Target	Date to be Achieved
Canadian agriculture and agri-food sector is responsive to market opportunities and risks	Growth in total exports of agriculture and agri-food (including seafood) (billions)	50.3	December 31, 2017

Planning Highlights

In recognition that the long-term profitability of the sector rests on success in global markets, AAFC will continue to: advocate for the removal of trade barriers and improved market access through bilateral and multilateral negotiations; undertake key sectoral development activities; and support the creation of assurance systems. In partnership with provinces and territories, AAFC will help the sector compete by providing market information, research, analysis, and policy advice. On issues such as minor use pesticides, AAFC will develop technologies and techniques aimed at reducing risks to the environment and human health, while collaborating with industry and regulatory agencies to improve the regulatory processes. Improvements in productivity and competitiveness will lead to increased exports, greater profitability and more jobs for Canadians.

Sub-Program 1.2.1: Trade and Market Expansion

Description: The Trade and Market Expansion program (TME), funded by existing departmental resources and *Growing Forward 2*, enhances Canada's market presence by promoting science-based trade rules, re-opening, maintaining and expanding markets, and pursuing Free Trade Agreements (FTAs) with key trading partners, recognizing the importance of global markets to the profitability of Canada's agriculture, agri-food and agri-based products sector. To fully capture the benefits of FTAs and increased access, the TME also provides resources and tools, such as market intelligence, a trade commissioner service and Canada Brand tools and coordination, that enable industry to seize new market opportunities and build commercial success.

The program uses funding from the following transfer payment(s): Grants to foreign recipients for participation in international organizations supporting agriculture.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
33,008,082	33,013,052	33,184,949

Human Resources (FTEs)

2014–15	2015–16	2016–17
164	164	164

Performance Measurement

Expected Result	Performance Indicators	Targets	Date to be Achieved
Canadian agriculture and agri-food and agri-based product exporters are successful in seizing new market opportunities and in achieving commercial success	Value of Canadian agriculture and agri-food exports to Organisation for Economic Co-operation and Development (OECD) countries (billions)	36.1	December 31, 2017
	Value of Canadian agriculture and agri-food export to non-OECD countries (billions)	14.2	December 31, 2017

Planning Highlights

In collaboration with federal partners, provinces and industry, AAFC will vigorously and strategically pursue new and existing markets. AAFC will seek to resolve or advance Canadian trade issues and to re-open, maintain and expand markets for Canadian agriculture and agri-food products, thus creating new opportunities for the sector. In consultation with industry and provinces, and other federal government departments, the Department will focus market access efforts by setting priorities to focus on the markets and cross-sector issues that hold the most potential for the Canadian industry.

In support of the Government's ambitious trade negotiations agenda, AAFC will lead the agricultural components of bilateral free trade negotiations, as well as continue to engage at the World Trade Organization (WTO). Technological advancements and the rise in non-tariff barriers to trade have resulted in an increasingly complex and challenging global marketplace. The Department will continue to advocate for science-based and transparent rules and regulations at the WTO, at international standards-setting bodies, and at multilateral and bilateral meetings. Science-based approaches are key if trade liberalization is to contribute to economic growth and opportunity, while helping to address problems such as food insecurity.

To support industry in capturing the potential benefits of increased access to new and existing markets in the midst of increasing competitor presence, AAFC will focus its efforts in three areas. First, the Department will help foster coordinated and collaborative market development strategies and activities with industry, provinces and territories. Second, AAFC will provide market information and market intelligence that seek to increase stakeholders' awareness of emerging trends in global markets. Third, AAFC will encourage the use of the Canada Brand and consistency in the promotion of Canada's food and agriculture sector advantages to support the branding efforts led by industry and provinces.

AAFC trade commissioners at embassies, high commissions, consulates, and trade offices in priority and emerging markets will continue to provide Canadian exporters front-line assistance through specialized knowledge and an in-depth understanding of local conditions. In addition, AAFC will provide administrative, logistical and operational support for participation in eight flagship international tradeshows that showcase Canadian agricultural goods and services on the world stage.

Please see AAFC's DSDS[ix] for information related to the FSDS implementation strategies.

Sub-Program 1.2.2: Sector Engagement and Development

Description: The Sector Engagement and Development program, funded by existing departmental resources and *Growing Forward 2*, seeks to improve the sector's competitiveness and market success. Regional and sector specialists work to maintain and expand working relationships through collaboration with provinces and territories, national and regional agricultural and food associations, individual companies and value chain members, in order to develop knowledge and address issues of importance facing the sector, including market and regulatory issues.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
25,898,478	25,906,466	25,927,898

Human Resources (FTEs)

2014–15	2015–16	2016–17
167	167	167

Performance Measurement

Expected Result	Performance Indicators	Targets	Date to be Achieved
Agriculture, agri-food and agri-based value chains are able to adapt to industry challenges and opportunities	Growth in food and beverage shipments (billions)	105.37	December 31, 2017
	Growth in farm market receipts (billions)	52.6	December 31, 2017

Planning Highlights

AAFC will seek to enhance the competitiveness and commercial success of the agriculture and agri-food sector by supporting sector adaption and responsiveness to changing and emerging international and domestic opportunities and issues. This will be achieved by collecting and analyzing market data and information, cultivating strong industry relations, and undertaking sectoral development activities.

By providing markets information and sectoral expertise, AAFC will seek to better inform decision making by Canadian producers, companies, industry organizations, and governments through reports on market data, analysis and forecasts, and sectoral performance.

Moreover, building relationships with industry organizations and firms, and providing analysis, policy and technical advice on regulatory, market, and science and innovation issues are crucial to building industry capacity to address priority issues. Through industry-led Value Chain Round Tables[xviii] and through regional interaction with industry, industry-government collaboration will be enhanced and industry's capacity and adaptability will be improved.

Finally, sector development activities will be undertaken that include, but are not confined to, working with industry and regulators to assist in the transition to the new regulatory environment, resolving technical and trade issues, and overseeing FPT agreements to ensure that federal policies and initiatives reflect and support industry and provincial and territorial priorities.

Sub-Program 1.2.3: Market Development

Description: This *Growing Forward 2* program supports the agricultural sector by providing resources through matching contribution agreements to ensure that industry has the capacity to take advantage of gains made in market access, as well as to seize new opportunities presented by consumer preferences and emerging food trends, in order to be competitive in domestic and export markets. For example, Market Development supports Canada's agriculture and food industry to build and deliver on long-term international strategies, to gain and expand international recognition in key markets and enhance market opportunities for Canadian agriculture and food products. This ensures that Canada is well-positioned to succeed in key markets and respond to consumer demands and global competition.

This program uses funding from the following transfer payment(s): Contribution payments for the AgriMarketing program under *Growing Forward 2*.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
22,945,389	22,945,389	22,945,389

Human Resources (FTEs)

2014–15	2015–16	2016–17
14	14	14

Performance Measurement

Expected Result	Performance Indicator	Target	Date to be Achieved
The agriculture sector is supported to maintain the visibility of Canadian sectors/products as well as to maintain its capacity to identify and seize market development opportunities that contribute to its trade competitiveness	Cumulative number of market development and promotional products/events undertaken under the program aimed at new markets	350	March 31, 2018

Planning Highlights

As part of GF2[xi], AAFC will continue to support market development activities to enhance competitiveness by connecting Canadian agri-businesses to international markets. In this respect, funds will be provided to national producer, processor and exporter associations, along with affiliated small- and medium-sized enterprises, to implement long-term, international market-development strategies. This support will enhance the competitiveness of the industry in building, promoting and expanding domestic and export markets through support to industry-led promotional and market development activities. These promotional activities are aimed at maintaining the visibility of specific Canadian sectors, the advantages of Canadian products, as well as to differentiate Canadian producers from competitors from other major agricultural exporting countries.

Moving forward, AAFC will increase its focus on new and emerging markets, while improving its ability to assess the program to help ensure maximum returns to Canadian agri-businesses.

Sub-Program 1.2.4: Assurance Systems

Description: The Canadian agriculture, agri-food and agri-based products sector is supported in its endeavours to prevent and control risks to the animal/plant resource base, provide safe food and meet new market demands for assurance. Federal *Growing Forward 2* programming supports national organizations in developing national assurance systems, standards and tools, which include food safety systems, biosecurity standards, traceability systems, and market attribute standards.

This program uses funding from the following transfer payment(s): Contribution payments for the AgriMarketing program under *Growing Forward 2*.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
20,230,237	20,230,237	20,230,237

Human Resources (FTEs)

2014–15	2015–16	2016–17
24	24	24

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
The Canadian agriculture and agri-food industry has the tools available to implement assurance systems that respond to consumer, buyer and market demands; to gain and maintain market access; and to protect against threats to plant and animal health	Cumulative number of assurance system/standard tools completed	35	March 31, 2018
Implementation of assurance systems and standards by producers and agri-businesses	Cumulative number of assurance system/standard activity undertaken by producers and agri-businesses under *Growing Forward 2* FPT Cost-Shared Programming	13,200	March 31, 2019

Planning Highlights

Food safety and plant and animal health remain key factors in ensuring industry competitiveness and domestic and international market access. Under GF2[xi], the Assurance Systems program continues to focus on these factors while also seeking to support broader, market-driven assurance systems to help Canadian producers, agri-food and agri-based products sector secure markets and meet new and emerging buyer demands. In this regard, the program will continue to help national organizations develop assurance systems, standards and tools in response to consumer and market demands for food safety and other attributes.

Under GF2, provinces and territories are responsible for funding to implement assurance systems pursuant to the FPT bilateral agreements as described in sub-program 1.2.5 FPT Cost-shared Market Development and Competitiveness.

AAFC will continue to help industry develop farm-level and service-sector national biosecurity standards, on-farm and post-farm food safety systems and traceability systems. Of special note, AAFC will work with governments and industry to develop the Canadian Agri-Traceability Services, a single, national livestock traceability data service. In addition, AAFC will help establish new surveillance systems for plant and animal diseases and standards systems for assuring quality attributes important to key markets. Also, AAFC will assist industry efforts in other market-related areas, such as the integration of assurance systems. This work will be undertaken in collaboration with the Canadian Food Inspection Agency, which will focus on areas such as food-safety recognition, biosecurity standards and regulations for traceability.

Sub-Program 1.2.5: FPT Cost-shared Market Development and Competitiveness

Description: This *Growing Forward 2* program provides support for provincial and territorial activities aimed at assisting the Canadian agriculture, agri-food and agri-based products sector in maintaining and creating market-based opportunities for individual farms and firms and providing industry with the knowledge and tools to compete at home and abroad. Specific provincial/territorial programs support the sector in identifying new domestic and global opportunities and markets that enhance competitiveness and prosperity as well as support the sector in its endeavours to prevent and control risks to the animal/plant resource base, provide safe food and meet new market demands for assurance.

This program uses funding from the following transfer payment(s): Contributions for Cost-Shared Strategic Initiatives programming in Competitiveness and Market Development under *Growing Forward 2*.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
61,201,028	61,201,028	61,201,028

Human Resources (FTEs)

2014–15	2015–16	2016–17
7	7	7

Performance Measurement

Expected Result	Performance Indicators	Targets	Date to be Achieved
The sector is increasing its use of market-based knowledge and tools to increase market access	Cumulative number of assurance system/standard activity undertaken by agri-businesses under *Growing Forward 2* FPT Cost-shared Programming	13,200	March 31, 2019
	Percentage of clients who indicate that their participation in *Growing Forward 2* cost-shared programs allowed them to capture new markets	55	March 31, 2019

Planning Highlights

AAFC helps fund provincial and territorial initiatives through the GF2 framework agreement[xi]. Each province and territory has the flexibility to design and implement programming that is tailored to meet diverse regional needs. Anticipated cost-shared activities include: developing and sharing market intelligence; providing advisory and consulting services on export

development activities; supporting training and awareness activities for specific assurance systems; and helping industry to implement and adopt tools and best management practices related to assurance systems and standards.

Sub-Program 1.2.6: Pest Management: Pesticides Minor Use Program

Description: This *Growing Forward 2* program improves grower access to new minor uses of pesticides. Pesticide residue, efficacy and crop tolerance studies are conducted to generate and to inform regulatory data packages, which are submitted to Health Canada (HC) for new minor uses of pesticide products. In addition, collaborative work with colleagues in the United States results in joint pesticide submissions to the regulatory agencies of both countries and the simultaneous availability of new pesticide minor uses in both countries. The increased availability of new minor use pesticides prevents trade barriers with countries where these products are already available.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
10,265,090	10,265,090	10,265,090

Human Resources (FTEs)

2014–15	2015–16	2016–17
31	31	31

Performance Measurement

Expected Result	Performance Indicator	Target	Date to be Achieved
Regulatory submissions to Pest Management Regulatory Agency (PMRA), HC for new minor uses of pesticides	Number of submissions of packaged, research project information and data in support of regulated, minor use pesticides	40	March 31, 2015

Planning Highlights

Jointly delivered by AAFC and HC, the Pesticides Minor Use program will continue to work with growers, grower groups, provincial officials, pesticide companies, and counterparts in the U.S. to select top pest problems, identify potential pesticide control solutions and to generate required data to support the registration of the new minor uses of pesticides in Canada. AAFC and HC's PMRA will continue to work together to simplify data requirements and streamline regulatory evaluation. Continuing to build on activities under the Canada-U.S. Regulatory Cooperation Council, AAFC will also work with U.S. partners to identify mechanisms to harmonize data collection procedures, chemical laboratory analysis and reporting, and to undertake more joint projects. This program will result in new minor uses of pesticides being

made available to Canadian growers that will: reduce yield losses due to pests – thus protecting grower investments in the field; help prevent trade barriers with countries where targeted pesticides are already registered by establishing Maximum Residue Limits associated with the new pesticide uses; and improve growers' competitive parity with their U.S. counterparts.

Sub-Program 1.2.7: Pest Management: Pesticides Risk Reduction Program

Description: Under the Pesticide Risk Reduction program, AAFC develops technologies, tools (including biopesticides), and techniques aimed at reducing the risk to the environment and human health posed by pesticide use. The increased availability of biopesticides and reduced risk technologies, products and techniques contributes to sustainable agriculture. Collaboration with counterparts at Health Canada assists with targeting reduced-risk alternatives to pesticides whose registration are being phased out due to toxicity.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
2,725,609	2,725,726	2,725,883

Human Resources (FTEs)

2014–15	2015–16	2016–17
7	7	7

Performance Measurement

Expected Result	Performance Indicator	Target	Date to be Achieved
Increased awareness of and access to safer pest management products and practices	Number of reduced-risk pest management tools developed and communicated to growers	5	March 31, 2015

Planning Highlights

AAFC will continue to work with stakeholders to identify and support pesticide risk-reduction solutions for priority issues. The Department will develop risk-reduction action plans and support research leading to reduced-risk pest management tools and approaches to address potential risks posed by pesticides. It will also provide support to growers to establish national priorities for the registration of biopesticides products and will collaborate with HC's PMRA to support alternatives to pesticides being phased out. In addition, AAFC will support research to fill key knowledge and technology gaps in pest management and will use communication tools and demonstration projects aimed at producers.

Sub-Program 1.2.8: Canadian Wheat Board Transition Costs Program

Description: The purpose of this program is to reimburse specific costs incurred by the Canadian Wheat Board associated with its transition to a voluntary grain marketing organization, which it became on August 1, 2012. The CWB Transition Costs Program will provide grant and contribution payments to the CWB in order to cover cost items related to the removal of its single desk selling authority for Western Canadian wheat and barley. They include costs of right-sizing of the CWB, such as settling the CWB's monopoly-era pension and benefits plans and some severance costs; legacy debts; the cost of mitigating or terminating long-term logistical contracts entered into during the CWB's monopoly; and other transition costs. This program provides grant and contribution payments to the CWB of up to $349 million to cover cost items related to removing the single desk selling authority from the CWB.

This program uses funding from the following transfer payment(s): Grant payments for the Canadian Wheat Board Transition Costs program and Contribution payments for the Canadian Wheat Board Transition Costs program.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
30,399,662	24,548,885	1,890,100

Planned Spending for the CWB Transition Costs program decreases each fiscal year as the majority of the support was provided to the CWB in 2012–13 as it became a voluntary grain marketing organization, giving Western Canadian farmers freedom to market their own wheat and barley on the open market.

Human Resources (FTEs)

2014–15	2015–16	2016–17
-	-	-

Performance Measurement

Expected Result	Performance Indicator	Target	Date to be Achieved
The Canadian Wheat Board is in a financial position to successfully privatize	Number of completed program elements for which the Canadian Wheat Board has received transition funding	9	March 31, 2017

Planning Highlights

In 2012, the CWB Transition Costs program[xix] was announced in response to the *Marketing Freedom for Grain Farmers Act*[xx] (MFGF Act) that received Royal Assent on December 15, 2011. The MFGF Act removed the CWB's marketing monopoly for Western wheat and barley as of August 1, 2012. The CWB, which continues under the MFGF Act as a voluntary marketing entity for up to five years, is tasked with developing a commercialization plan for privatization.

The objective of the program is to assist the CWB with transition costs related to its transition to a voluntary marketing entity and give it a reasonable chance to become a viable voluntary grain marketing organization.

While the MFGF Act requires the CWB to present a commercialization plan no later than July 31, 2016, the CWB said that it intends to present a plan sooner. Under the authority of the MFGF Act, the CWB may be commercialized or, if a viable plan to commercialize is not presented, the CWB may be wound-up.

The CWB Transition Costs program aligns with the Government of Canada's commitment to providing farmers with the choice of a voluntary pooling entity and minimizing disruptions in Canada's grain trade. Budget 2012 reaffirmed the Government's commitment to "a smooth transition for farmers, which includes a viable, voluntary CWB as part of an open and competitive Canadian grain market."

Sub-Program 1.2.9: Canadian Cattlemen's Association Legacy

Description: The Canadian Beef and Cattle Market Development Fund, also known as the Legacy Fund, was established in 2005 to recover and expand markets around the world for Canadian beef and cattle genetics. It is composed of $50 million invested by the Government of Canada, $30 million by the Alberta government, and is matched by national and provincial industry check-off funds for a total investment of $170 million over a 10-year period 2005–15. It supports eligible export marketing activities completed through the national marketing organizations: Canada Beef Inc. and Canadian Beef Breeds Council.

This program uses funding from the following transfer payment(s): (Statutory) Canadian Cattlemen's Association Legacy Fund.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
2,859,547	-	-

Human Resources (FTEs)

2014–15	2015–16	2016–17
-	-	-

Performance Measurement

Expected Result	Performance Indicators	Targets	Date to be Achieved
Increase in beef exports in key markets	Beef exports to the United States (measured in metric tonnes)	361,113	March 31, 2015
	Beef exports to Mexico (measured in metric tonnes)	73,634	March 31, 2015
	Beef exports to Hong Kong/Macau (measured in metric tonnes)	6,678	March 31, 2015

Planning Highlights

The Canadian Cattlemen's Legacy Fund program will continue to support the sector's market development activities to improve competitiveness and re-build its international presence. For example, under the Legacy Fund, the sector will continue to implement a long-term international strategy aimed at:

- increasing brand awareness;
- optimizing product values for priority products ; and
- utilizing market intelligence to develop relationships and align supply chains.

Prior to the discovery of bovine spongiform encephalopathy (BSE) in May 2003, Japan had been Canada's third largest export market for beef – with exports reaching $156 million in 2001. Following the BSE crisis Canada lost access to the Japanese market for all beef products. With the support of the Beef Legacy Fund, Canada has regained staged access for beef with exports beginning to recover. For example, exports of animals under 21 months of age for 2010–2012 averaged $74 million. Moreover, the Legacy funds help to position the beef sector to leverage Canada's recent increase in access for animals under 30 months (effective February 2013), which resulted in a 28% increase in beef exported to Japan for the first 10 months of 2013, as compared to the same period in 2012. The Canadian Cattlemen's Association has indicated that they anticipate Japan's potential market value to be $140 million to $150 million annually.

Sub-Program 1.2.10: Control of Diseases in the Hog Industry 2

Description: Initiatives developed under Phase 2 of the Initiative for the Control of Diseases in the Hog Industry (CDHI2), and delivered through the Canadian Swine Health Board (CSHB), have and/or continue to promote industry awareness and contribute to the prosperity and stability of the Canadian hog sector. In the program's final year, activities under CDHI2 are focused on transitioning key initiatives, such as the Canadian Swine Health Intelligence Network (CSHIN), into a self-sustainable organization for the long-term benefit of the hog industry.

This program uses funding from the following transfer payment(s): Contribution payments for the Control of Diseases in the Hog Industry – Phase 2.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
2,000,000	-	-

Human Resources (FTEs)

2014–15	2015–16	2016–17
-	-	-

Performance Measurement

Expected Result	Performance Indicator	Target	Date to be Achieved
Prosperity and stability of the Canadian hog sector	Industry implements a self-sustaining model for animal health initiatives	1	March 31, 2015

Planning Highlights

This program is set to expire on March 31, 2015. The main objective in the final year is to ensure a self-sustaining future for swine health initiatives.

For 2014–15, through CSHB, the Department will focus on ensuring that key activities developed under CDHI2, such as a swine health surveillance network are maintained over the long term. The Department will continue to engage various stakeholders within the hog industry to achieve this result.

Program 1.3: Farm Products Council of Canada

Description: Established under the *Farm Products Agencies Act* (the Act), the Farm Products Council of Canada (FPCC) is an oversight body that reports to Parliament through the Minister of Agriculture and Agri-Food (the Minister). The Act provides for the creation of national marketing agencies, which are not subject to the Competition Act, as well as promotion-research agencies. The FPCC supervises these agencies, and works with them to ensure that the supply management system for poultry and eggs and promotion-research activities for beef cattle work in the balanced interest of all stakeholders, from producers to consumers, and can evolve to respond to current and future challenges. The FPCC also provides advice and recommendations to the Minister, collaborates with provincial supervisory boards and actively works with the Department and Agriculture and Agri-Food Portfolio organizations.

Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
2,483,404	2,483,404	2,483,404	2,483,404

Human Resources (FTEs)

2014–15	2015–16	2016–17
22	22	22

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
The domestic market share of Canadian producers of chicken, eggs, hatching eggs and turkey is stable or increasing	The percentage of the domestic market supplied by Canadian producers of chicken	80	March 31, 2015
	The percentage of the domestic market supplied by Canadian producers of eggs	80	March 31, 2015
	The percentage of the domestic market supplied by Canadian producers of hatching eggs	80	March 31, 2015
	The percentage of the domestic market supplied by Canadian producers of turkey	80	March 31, 2015
Consumer price variations for chicken, eggs and turkey are more stable than those of beef and pork and their variation remains within plus or minus 10 percentage points of the price variations for other food items	The year over year consumer price variation for chicken is within plus or minus 10 percentage points of the year over year price variation for other food items	10	March 31, 2015
	The year over year consumer price variation for eggs is within plus or minus 10 percentage points of the year over year price variation for other food items	10	March 31, 2015
	The year over year consumer price variation for turkey is within plus or minus 10 percentage points of the year over year price variation for other food items	10	March 31, 2015
	The year over year consumer price variation for chicken is within plus or minus five percentage points of the year over year price variation for other fresh or frozen meat	5	March 31, 2015
	The year over year consumer price variation for eggs is within plus or minus five percentage points of the year over year price variation for other fresh or frozen meat	5	March 31, 2015
	The year over year consumer price variation for turkey is within plus or minus five percentage points of the year over year price variation for other fresh or frozen meat	5	March 31, 2015

Planning Highlights

The FPCC[xxi] will continue to work with and supervise the agencies established under the *Farm Products Agencies Act*: Canada Beef, Canadian Hatching Egg Producers, Chicken Farmers of Canada, Egg Farmers of Canada, and Turkey Farmers of Canada. The Council will also continue to inquire into the merits of requests by industry groups to establish promotion and research agencies.

In continuing to implement its *2012 2015 Strategic Plan*, the FPCC will focus its effort on ensuring that the supply management and promotion research systems are transparent, have the flexibility needed to respond to current and future challenges, and that they are managed in a manner that can withstand public scrutiny. To do so, the FPCC will continue to foster a better understanding of partners' roles and responsibilities within the systems; it will also provide information on promotion-research agencies as a tool for commodity groups to take ownership of their research priorities and to promote their products. The FPCC will also strive to improve working relationships with partners through increased coordination with provincial supervisory boards and improved communications.

The FPCC will assess the performance of the supply management and promotion research systems by measuring the health of the domestic industry for supply-managed products, in terms of domestic market shares. The systems' impact on Canadian consumers will also be assessed to ensure that price variations for supply-managed commodities are coherent with those of food products that are not subject to supply management.

Strategic Outcome 2: An innovative and sustainable agriculture, agri-food and agri-based products sector

Sector innovation and sustainability include the development and commercialization of value-added agricultural-based products, knowledge-based production systems, processes and technologies, and equipping the sector with improved business and management skills and strategies to capture opportunities and to manage change. Such innovation and adaptability are vital for ongoing growth and improvement in the productivity, profitability and sustainability of Canada's agriculture, agri-food and agri-based products sector.

Program 2.1: Science, Innovation, Adoption, and Sustainability

Description: AAFC contributes to innovation and sustainability of the agriculture, agri-food and agri-based products sector through science and associated activities designed to improve profitability in new and existing products, services, processes and markets. AAFC provides research, development and knowledge transfer that enhances the sector's resiliency, fosters new areas of opportunity for the sector and supports sector competitiveness as well as coordinated and informed decision-making. AAFC promotes integrated planning, engaging industry, government and academia, and collaborative action to accelerate the flow of science and technology along the innovation continuum in support of industry defined strategies for future success. Farmers, agri-entrepreneurs and agri-based enterprises are supported in their efforts to adopt new technologies and commercialize new products and services. Pathfinding and transformational research help to define future sustainable opportunities and prepare the sector for emerging opportunities and challenges.

Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
519,175,818	519,175,818	519,128,339	518,209,537

Human Resources (FTEs)

2014–15	2015–16	2016–17
2,466	2,507	2,507

Performance Measurement

Expected Result	Performance Indicator	Target	Date to be Achieved
Agriculture and agri-food sector that utilizes science to improve agriculture's efficiency, increase availability of new products and contribute to the Canadian economy	Agriculture Net value-added (billions)	12.3	March 31, 2018

Planning Highlights

AAFC will continue to generate new knowledge and help to increase the adoption and commercialization of innovative agricultural, agri-food and agri-based products, processes and practices that enhance economic growth and sustainability. AAFC will continue to work with industry to develop and refine a strategic direction and framework to focus and guide future research activities aimed at helping industry to capture opportunities. The emphasis will be on common, cross-cutting strategic objectives, such as increasing agricultural productivity, improving environmental sustainability, enhancing attributes for food and non-food uses, and addressing threats to the agriculture and agri-food value chain.

In 2014–15 and beyond, the Department will focus its research and development efforts on new sector strategies (i.e., Beef and Forage, Cereals and Pulses, Oilseeds, Dairy, Swine and Poultry, Agri-Food, Horticulture, Agro-Ecosystems, Collections and Biodiversity, and Bio-Products).

AAFC's ongoing collaborative research and development activities will support specific research needs of Canadian producers and manufacturers; the Department will also conduct national initiatives in genomics to advance knowledge and technology to support a sustainable and safe food and feed supply system.

The Department will target research and development activity in crops, livestock and food, and sustainable and beneficial farm management practices, and also conduct knowledge transfer activities of scientific outputs to the sector. AAFC will contribute to and provide research support to industry-led projects specific to the needs of agricultural sectors (e.g., Beef cluster) and also to private industry. These combined efforts will lead to products, processes and practices that enhance economic benefits for all stakeholders, and also support a more

sustainable agriculture and agri-food sector by advancing the understanding of Canadian bioresources, and protecting and conserving genetic diversity.

AAFC will fund and administer provincial and territorial initiatives via GF2 strategic framework. These initiatives include supporting research projects, providing assistance to the sector to act on commercialization and demonstration opportunities, and supporting environmental risk mitigation activities. When projects are completed, recipients are expected to have developed a variety of innovative products, technologies, processes, or services that can be introduced to market.

Sub-Program 2.1.1: Science Supporting an Innovative and Sustainable Sector

Description: AAFC conducts longer term core research and development work to advance the understanding of: the resource base upon which agriculture depends, threats to Canadian agriculture production, mechanisms to protect and conserve Canadian bioresources and genetic diversity, and future new opportunities for the sector. This program also maintains a strong network of world-class research centres and offices across the country with scientific expertise to meet the research needs of existing and emerging agricultural commodity groups, and to participate in collaborative partnerships with industry, academia, non-governmental organizations and others that undertake research aimed at yield enhancement, input reductions, prevention of diseases or pests, market access and risk mitigation, and development of new areas of opportunity for the sector.

This program uses funding from the following transfer payment(s): Grants to foreign recipients for participation in international organizations supporting agriculture.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
207,733,200	210,059,043	212,393,803

Human Resources (FTEs)

2014–15	2015–16	2016–17
1,747	1,778	1,778

Performance Measurement

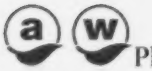
Expected Result	Performance Indicator	Target	Date to be Achieved
Knowledge advances the understanding of the resource base upon which agriculture depends, threats to Canadian agriculture production, mechanisms to protect and conserve Canadian bio-resources and genetic diversity, and efficient integrated production systems	Number of peer reviewed publications and technical project reports produced for research projects conducted under this activity	300	March 31, 2015

Planning Highlights

As discussed under Program 2.1, AAFC will focus its research and development efforts horizontally across new sector strategies with common, cross-cutting strategic objectives. Specifically, the sector strategies will focus on projects that contribute towards achieving strategic objectives that: increase agricultural productivity, enhance environmental performance, improve the attributes for food and non-food uses, and address threats to the value chain. Additionally, projects will be selected that contribute across all sectors with respect to enhancing agro-ecosystem productivity, and health and biodiversity. AAFC will continue to direct its R&D efforts to meet the needs of Canadian producers and manufacturers, with a focus on building domestic competitive advantages while also pursuing international relationships and partnerships.

Through the genomics research, AAFC will continue to advance knowledge and technology to support a sustainable and safe food and feed supply; it will also continue to introduce crop platforms for the next generation of bio-products. Projects will focus on identifying and extracting genes for desirable traits to create value-added opportunities for Canadian crops, to enhance their resiliency in the face of potentially catastrophic abiotic and biotic stresses, and to maximize sector profitability. Bioinformatics and other tools will be developed to maximize opportunities presented by genomics-based research. For example, plant breeding will be enhanced through improved access to biological materials and datasets, leading to accelerated commercialization by industry of new crop varieties for Canadian farmers.

The Department will continue to protect its national collections of biological materials, including the taxonomical collections of living organisms of all kingdoms, and the plant and farm animal genebanks to provide scientific research results that are supportive of the Canadian Food Inspection Agency, the National Identification Service, the digitization of specimens and related data and information, and the imaging of certain primary type specimens. This continued effort will also provide fundamental knowledge and materials to support the conduct of research, agricultural production, and trade. Germplasm conservation, seed storage and the digitization of specimens information will receive focused efforts this year. Plant Gene Resources of Canada, the country's national gene seed bank managed by AAFC, will put major emphasis in 2014–15 on improving the state of crop wild relatives and wheat germplasm collections.


Please see AAFC's DSDS[ix] for information related to the FSDS implementation strategies.

Sub-Program 2.1.2: Research Accelerating Innovation

Description: This *Growing Forward 2* program is designed to address emerging science-based requirements of the Canadian agriculture, agri-food and agri-based products sector by generating and providing access to scientific knowledge that helps the industry to: identify and mitigate risks to agriculture and agri-food production; enhance the safety of the food system; sustainably increase its productivity to improve its bottom line through more efficient use of inputs; enhance the resilience of the sector to a changing climate; and to capture market opportunities. Objectives of this program include: conduct innovative research to understand key challenges and opportunities facing the sector; transform scientific knowledge into agricultural products, processes and practices that improve competitiveness; promote research to understand the key environmental sustainability challenges facing Canadian farmers; encourage the transformation of scientific knowledge into agricultural practices that improve the environmental sustainability and profitability of farming operations; support scientific measurement and analysis of the environmental sustainability performance of the sector that will facilitate competitiveness; and work with industry to target AAFC efforts towards key business risks and opportunities.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
88,928,621	88,947,499	89,020,137

Human Resources (FTEs)

2014–15	2015–16	2016–17
544	552	552

Performance Measurement

Expected Result	Performance Indicator	Target	Date to be Achieved
New products, processes and technologies are available for transfer to the sector that are relevant to: the minimization of catastrophic threats to crops; the optimization of livestock efficiencies; and to the health and safety of food	Number of new products, processes, and technologies available for transfer to stakeholders	51	March 31, 2018

Planning Highlights

AAFC will continue to conduct scientific research projects that are aligned to the new requirements of the GF2 policy framework[xi]. Additionally, AAFC will commence a series of new research projects aligned to GF2, selected through a proposal peer-review process during 2013–14. These projects will provide the sector with access to scientific knowledge that will help industry identify and mitigate risks associated with agriculture and agri-food production, and provide agricultural sustainability considerations to improve productivity and capture market opportunities. The program is designed to carry out innovative research to: understand key challenges and opportunities facing the agriculture and agri-food sector; transform scientific knowledge into agricultural products, processes and practices that will improve the sector's competitiveness, profitability and sustainability; coordinate, measure, analyze and obtain industry feedback to target efforts towards key business risks and opportunities; and consolidate the agri-environmental science programs and initiatives previously funded under GF.

Federal Sustainable Development Strategy Targets Led by AAFC

FSDS Goal	FSDS Target	Performance Indicator
Goal 3: Water Quality and Water Quantity – Protect and enhance water so that it is clean, safe and secure for all Canadians and supports healthy ecosystems.	Target 3.10: Agri-Environmental Performance Metrics Achieve a value between 81–100 on each of the Water Quality and Soil Quality Agri-Environmental Performance Metrics by March 31, 2030	Water quality and soil quality agri-environmental performance metrics

FSDS Goal	FSDS Target	Performance Indicator
Goal 5: Biological Resources – Efficient economic and ecological use of resources – Production and consumption of biological resources are sustainable.	Target 5.4: Sustainable Agriculture By 2020, agricultural working landscapes provide a stable or improved level of biodiversity and habitat capacity	Wildlife habitat capacity on farmland
		Environmental farm planning on agricultural land

Please see AAFC's DSDS[ix] for information related to the FSDS implementation strategies.

Sub-Program 2.1.3: Research, Development and Knowledge Transfer

Description: The objective of industry-led Research and Development and Knowledge Transfer under *Growing Forward 2* is to accelerate the pace of innovation in the sector by supporting industry-led research, development and knowledge creation and transfer activities of innovative agricultural products, technologies, practices, processes and services in the agriculture, agri-food

and agri-based products sector to increase market opportunities, foster innovation, industry investment and leadership. This program provides non-repayable contributions to recipients and research support for AAFC pay and non-pay operating funds to conduct approved applied science activities in support of a project.

This program uses funding from the following transfer payment(s): Contribution payments for the AgriInnovation program under *Growing Forward 2*.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
89,369,126	89,369,126	89,369,126

Human Resources (FTEs)

2014–15	2015–16	2016–17
151	153	153

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Sector has additional capacity to develop knowledge and technologies	Number of newly trained, highly qualified personnel in the sector from 2013 to 2018 under industry-led research and development, and Knowledge Transfer (Stream B) of the AgriInnovation Program	260	March 31, 2018
The sector develops or advances knowledge and technologies for industry uptake for commercialization or adoption	Number of peer reviewed scientific publications in the sector from 2013 to 2018 under industry-led research and development, and Knowledge Transfer (Stream B) of the AgriInnovation Program	339	March 31, 2018

Planning Highlights

In 2014–15, the Department will continue to conduct due diligence on proposals received from the industry for the Research and Development component of this program. As proposals are approved, contribution and collaborative research and development agreements will be put in place.

Research activities are expected to result in innovations and new knowledge presented in peer-reviewed scientific publications. Additional capacity in the sector will also be developed, in the form of university students gaining skills while working on projects and obtaining graduate degrees.

The knowledge transfer component of this program may include:

- the development of written and electronic products (e.g. technical manuals and on-line decision support tools); and
- active outreach, such as demonstration sites, field days, organized tours, and participation in industry events.

Technologies developed, along with knowledge transfer activities, are expected to result in innovations being adopted in the agricultural sector. This supports the expected result for this sub-program which is an agriculture and agri-food sector that utilizes science to improve agriculture's efficiency, increase availability of new products and contribute to the Canadian economy.

An evaluation and an audit are currently under way for the research, development and knowledge transfer science programming under *Growing Forward*. Recommendations will be reviewed with a view to enhancing service to clients and maximizing results.

Sub-Program 2.1.4: Enabling Commercialization and Adoption

Description: The objective of Enabling Commercialization and Adoption under *Growing Forward 2* is to accelerate the demonstration, commercialization and/or adoption of innovative agri-based products, technologies, processes, or services to increase sector competitiveness across the value chain. This program provides repayable contributions for industry-led, agri-based commercialization and adoption projects as well as demonstration projects aimed at facilitating the commercialization or adoption of agri-innovations. Funding is provided for activities that could include capital costs such as construction, purchasing and installing equipment, as well as marketing, and skills development, contracted services and labour. Eligible recipients are for-profit organizations.

This program uses funding from the following transfer payment(s): Contribution payments for the AgriInnovation program under *Growing Forward 2*.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
26,702,238	26,702,238	26,702,238

Human Resources (FTEs)

2014–15	2015–16	2016–17
13	13	13

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Sector has access to government and private investment capital to support demonstration, commercialization and adoption of innovative technologies, processes, products and services	Dollar value of private sector investments under Enabling Commercialisation and Adoption (Stream C) of the AgriInnovation Program from 2013 to 2018 (millions)	118.5	March 31, 2018
The sector develops the capacity to commercialize products, processes or services	Number of innovative products, technologies, processes or services supported by the program that enter the market under Enabling Commercialisation and Adoption (Stream C) of the AgriInnovation Program from 2013 to 2018	54	March 31, 2018

Planning Highlights

In 2014–15, program administration will continue to conduct due diligence on proposals submitted by the industry. Agreements will be developed with successful applicants for demonstration and commercialization projects.

Government funding alleviates some of the risk associated with commercialization projects, which helps recipients secure additional financing for their projects. When projects are completed, recipients will have developed a variety of innovative products, technologies, processes, or services that will enter the market. This supports the expected result for this sub-program.

Sub-Program 2.1.5: FPT Cost-shared Research, Adoption and Commercialization

Description: This *Growing Forward 2* program provides funding for provincial and territorial activities aimed at accelerating the pace of innovation in the Canadian agriculture, agri-food and agri-based products sector. The programming supports Research and Development activities and facilitates demonstration and commercialization in order to enhance the productivity, competitiveness, economic growth, and adaptability of the sector, and assists in capturing opportunities for the sector in domestic and global markets.

This program uses funding from the following transfer payment(s): Contributions for Cost-Shared Strategic Initiatives programming in Innovation under *Growing Forward 2*.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
63,718,708	63,718,708	63,718,708

Human Resources (FTEs)

2014–15	2015–16	2016–17
9	9	9

Performance Measurement

Expected Result	Performance Indicator	Target	Date to be Achieved
The sector/industry has access to new agri-related products, practices and technology	Cumulative number of new products/technologies/practices/processes evaluated, assessed, and/or demonstrated under *Growing Forward 2* FPT Cost-shared programming	1,300	March 31, 2019

Planning Highlights

AAFC funds provincial and territorial initiatives through the GF2 framework agreement[xi]. Each province and territory has the flexibility to design and implement programming that is tailored to meet diverse regional needs. Anticipated cost-shared activities include supporting research projects and providing assistance to the sector to act on commercialization opportunities.

Sub-Program 2.1.6: FPT Cost-shared Environment

Description: This *Growing Forward 2* program provides support for provincial and territorial activities aimed at supporting the Canadian agriculture, agri-food and agri-based sector and its businesses to assess and respond to priority environmental risks and manage the natural resource base sustainably. The programming is mainly designed to minimize and mitigate impacts and risks to the environment by maintaining or improving the quality of soil, water, air, and biodiversity; ensuring the long-term health and sustainability of natural resources used for agricultural production and, supporting the long-term economic and environmental viability of the agriculture industry.

This program uses funding from the following transfer payment(s): Contributions for Cost-Shared Strategic Initiatives programming in Innovation under *Growing Forward 2*.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
37,005,525	37,005,525	37,005,525

Human Resources (FTEs)

2014–15	2015–16	2016–17
-	-	-

Performance Measurement

Expected Result	Performance Indicator	Target	Date to be Achieved
The sector/industry is taking actions to minimize environmental risks and using inputs efficiently	Cumulative number of Beneficial Management Practices (BMPs) implemented under *Growing Forward 2* FPT Cost-shared programming	14,600	March 31, 2019

Planning Highlights

AAFC funds provincial and territorial initiatives through the GF2 framework agreement[xi]. Each province and territory has the flexibility to design and implement programming that is tailored to meet diverse regional needs. Anticipated cost-shared activities include funding to support environmental farm plans to identify environmental risks and risk mitigation activities; and the implementation of proven environmental BMPs, such as farmyard runoff controls and erosion control structures.

Please see AAFC's DSDS[ix] for information related to the FSDS implementation strategies.

Sub-Program 2.1.7: Agricultural Greenhouse Gases

Description: The Agricultural Greenhouse Gases Program (AGGP) provides contribution funding to partners from the agriculture industry, governments and academia for projects to undertake research on greenhouse gas mitigation and make new mitigation technologies and Beneficial Management Practices (BMPs) available to farmers. The AGGP represents Canada's contribution to the Global Research Alliance on agricultural greenhouse gases, an international alliance aimed at increasing collaboration in agricultural research on greenhouse gas mitigation and BMPs.

This program uses funding from the following transfer payment(s): Contributions in support of the Agricultural Greenhouse Gases program.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
5,718,400	3,326,200	-

Human Resources (FTEs)

2014–15	2015–16	2016–17
2	2	2

Performance Measurement

Expected Result	Performance Indicator	Target	Date to be Achieved
Greenhouse Gas (GHG) mitigation information and technologies are made available to farmers	Number of new Beneficial Management Practices (BMPs) demonstrated through field days and workshops under the Agricultural Greenhouse Gases Program (AGGP) from 2011 to 2016	12	March 31, 2016

Planning Highlights

AGGP[xxii] is now a mature program with funded projects well under way to help mitigate greenhouse gases through research, new technologies and BMPs. For example, researchers at McGill University were awarded $1,999,710 to determine the effects on nitrous oxide, carbon dioxide and methane emissions, and carbon sequestration by different irrigation and drainage management practices on horticultural crop production in Eastern Canada. As another example, University of Alberta researchers were awarded $828,850 to study and quantify GHG on new and innovative feed strategies in the cow-calf sector that could potentially help farmers reduce costs associated with equipment, fuel, labour, and feed.

AAFC will continue to work with funding recipients to ensure that projects progress on schedule. The Department will monitor recipient reports to ensure that BMPs are demonstrated and information on GHG mitigation is broadly shared.

Program 2.2: Industry Capacity

Description: This program builds capacity of the sector and businesses to sustainably succeed in a market-driven and competitive world. The program encourages the use of sound business management practices, while also enabling businesses in the sector to understand their financial situation, be profitable and invest where needed. It provides for enhanced participation by young or new entrants, First Nations clients, and clients in specific sub-sectors in transition. The program also supports the sector and its businesses to improve access to key infrastructure.

Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
72,190,745	72,190,745	72,193,150	72,209,092

Human Resources (FTEs)

2014–15	2015–16	2016–17
231	220	190

Performance Measurement

Expected Result	Performance Indicator	Target	Date to be Achieved
The sector is increasing its ability to be resilient and self-sustaining	Maintain and/or increase the percentage of farms with high free cash flow	55	March 31, 2028

Planning Highlights

AAFC will continue to build the capacity of the sector and businesses to sustainably succeed in a market-driven and competitive world by encouraging the use of sound business management practices. It will also enable businesses to understand their financial situation, be profitable and invest where needed. For example, through Fostering Business Development and Farm Debt Mediation Service[xxiii] (FDMS), the program will help enhance financial management. Moreover, the Department will help create a number of entry level positions to give young people the opportunity to gain beneficial work experience.

Sub-Program 2.2.1: Farm Debt Mediation Service

Description: Pursuant to the *Farm Debt Mediation Act*, AAFC delivers the Farm Debt Mediation Service which provides financial counselling and mediation services to farmers who are having difficulty meeting their financial obligations. A financial consultant conducts a financial review of the operation and prepares a recovery plan. Professional mediators help the farmer and his or her creditors to reach a mutually satisfactory financial arrangement. A stay of proceedings may be put in place to protect the farmer against recovery or seizure of assets. To be eligible, clients must be insolvent individuals, corporations, partnerships, co-operatives, or other associations of persons engaged in farming for commercial purposes. This program receives funding as per the *Farm Debt Mediation Act*.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
3,045,711	3,046,803	3,057,159

Human Resources (FTEs)

2014–15	2015–16	2016–17
12	12	12

Performance Measurement

Expected Result	Performance Indicator	Target	Date to be Achieved
Increased agreement between insolvent farmers and their creditors on financial recovery measures	Percentage of completed applications that resulted in signed arrangements between farmers and creditors	80	March 31, 2015

Planning Highlights

In accordance with the *Farm Debt Mediation Act*[xxiv], AAFC will continue to provide its FDMS[xxiii] to farmers experiencing financial difficulties and their creditors to help arrive at mutually satisfactory arrangements. A 2011 review of the operations of the Act showed that 79% of mediated cases resulted in a signed arrangement. Moving forward, the FDMS will focus on continuing to meet its high service standards while working under the new more concentrated organizational structure.

As part of Bill C-18, the *Agricultural Growth Act*, amendments are proposed to allow the Minister to participate in mediation under the *Farm Debt Mediation Act* as a guarantor of the Advance Payments Program for better service delivery. For producers this means the right people at the table to negotiate repayment arrangements, making it easier for producers to resolve their situation.

Sub-Program 2.2.2: Fostering Business Development

Description: This *Growing Forward 2* program builds awareness of the benefits and encourages the use of sound business management practices, while also enabling businesses in the sector to be profitable and invest where needed. It funds activities related to business management practices and skills that strengthen the capacity of businesses in the sector to: assess the financial implications of business improvements; respond to change and adapt; help agri-business owners understand their financial situation; and provide for enhanced participation by young or new entrants.

This program uses funding from the following transfer payment(s): Contribution payments for the AgriCompetitiveness program under *Growing Forward 2*, and Contributions under the Career Focus program – Youth Employment Strategy.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
4,956,314	4,956,314	4,956,314

Human Resources (FTEs)

2014–15	2015–16	2016–17
11	11	11

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Individual producers and agri-business clients implement changes to their business	Percentage of farmers planning to expand or diversify in the next five years	60	March 31, 2018
Increased supply of highly qualified people in the labour market in the area of agriculture	Percentage of interns in the Career Focus program who secure a permanent position in the area of agriculture	75	March 31, 2018

Planning Highlights

Under GF2[xi], Fostering Business Development will build on the success of past programs to encourage the use of sound business management practices, while also enabling businesses to be profitable and invest where needed. It funds activities related to business management and farm-safety practices, and leadership skills that strengthen the capacity of individuals and businesses to: assess the financial implications of business improvements; respond to change and adapt; help agri-business owners understand their financial situations; and provide for enhanced participation by young or new entrants. For example, Fostering Business Development will support developmental activities with groups such as 4-H Canada and Farm Management Canada, to provide farmers with educational material and opportunities to help them succeed in an increasingly competitive market. Under Career Focus, the program will create agriculture-related internships across the country to help young people gain valuable work experience. In addition, Fostering Business Development will work on a new performance measurement strategy that will move away from large and expensive surveys, to a more recipient-oriented approach that will better demonstrate the results of the activities that it supports.

Sub-Program 2.2.3: FPT Cost-shared Adaptability and Industry Capacity

Description: This *Growing Forward 2* program provides support for provincial and territorial activities aimed at building capacity within the Canadian agriculture, agri-food and agri-based products sector and its businesses to sustainably succeed in a market-driven and competitive world. These activities mainly focus on encouraging the use of sound business management practices and tools, while providing for enhanced participation by young or new entrants and clients in specific sub-sectors in transition; supporting the sector and its businesses to improve access to key infrastructure; and building leadership within the sector.

This program uses funding from the following transfer payment(s): Contributions for Cost-Shared Strategic Initiatives programming in Adaptability and Industry Capacity under *Growing Forward 2*.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
45,074,739	45,074,739	45,074,739

Human Resources (FTEs)

2014–15	2015–16	2016–17
4	4	4

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
The sector/industry is increasing its adoption of business management and strategic risk management practices and tools	Percentage of farmers optimistic that their net farm income will remain stable or increase in the next five years	79	March 31, 2019
The sector/industry is increasing production capacity	Cumulative number of acres supported by infrastructure programming under *Growing Forward 2* FPT Cost-shared programming	61,900	March 31, 2019

Planning Highlights

AAFC funds provincial and territorial initiatives through GF2[xi]. Each province and territory has the flexibility to design and implement programming tailored to meet diverse regional needs. Anticipated cost-shared activities include: providing advisory and assessment services on business management practices; and increasing irrigation and water infrastructure.

Sub-Program 2.2.4: Community Pastures

Description: Community Pastures enhances the sustainability of prairie rangeland for agriculture through livestock production. This work includes managing prairie rangeland to serve livestock producers and provide grazing for livestock.

Budgetary Financial Resources (dollars)

	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
Gross Planned Spending	21,800,000	21,800,000	21,800,000
Less Respendable Revenue	21,800,000	21,800,000	21,800,000
Net Planned Spending	-	-	-

Human Resources (FTEs)

2014–15	2015–16	2016–17
153	142	112

There is a decrease in the FTEs each fiscal year as the Community Pastures program will wind down by 2017–18.

Performance Measurement

Expected Result	Performance Indicator	Target	Date to be Achieved
Environmentally responsible land use and practices for the management of a multi-use, productive, and bio-diverse rangeland	Range health rated as "good" or "excellent" for at least 85% of Community Pastures Program (CPP) lands	85	March 31, 2015

Planning Highlights

The CPP is being concluded, having met its objectives to provide grazing land to help diversify rural economies in Saskatchewan and Manitoba. As such, in 2014–15, federal management of 10 pastures in each of the two provinces will revert to provincial operations. Further divestitures of land will be made to these provinces each year until 2017-18, which will be the last year in which grazing and land management services will be managed by AAFC.

Sub-Program 2.2.5: Water Infrastructure

Description: Water Infrastructure is the management and operation of federally owned water structures in southern Saskatchewan. This program was established to ensure sound asset-management of AAFC's 33 dams and five irrigation projects while ensuring that the responsibility for public safety and water delivery obligations to irrigators, local and/or regional communities, and international obligations were met. Dams and water conveyance structures serve the agriculture and rural communities by providing irrigation, recreation, community supplies and livestock watering. AAFC's flood irrigation projects provide water to 250 patrons on 8,200 hectares of land.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
3,223,310	3,224,623	3,230,209

Human Resources (FTEs)

2014–15	2015–16	2016–17
36	36	36

Performance Measurement

Expected Result	Performance Indicator	Target	Date to be Achieved
Water storage infrastructure is operationally safe and downstream risks are kept as low as reasonably practical	Number of dam safety reviews for AAFC high/very high consequence dams, which are conducted in compliance with the Canadian Dam Association's *Dam Safety Guidelines*, are provided to AAFC within agreed timelines	4	March 31, 2015

Planning Highlights

In 2014–15, AAFC will conduct dam safety reviews and rehabilitation projects for dam safety. AAFC will also prepare to divest itself of water infrastructure to ensure safe and prudent operation, maintenance and surveillance, while pursuing options for divestiture and disposal of these non-program assets.

The Water Infrastructure Program performance indicator in 2014–15 targets four dam safety reviews conducted in compliance with *Canadian Dam Association Guidelines*. This indicator measures the number of dam-safety investigations that, in turn, identify any associated deficiencies with AAFC's water infrastructure that must be addressed.

Sub-Program 2.2.6: Churchill Port Utilisation Program

Description: The program provides grant payments to legal entities, including the new voluntary Canadian Wheat Board (CWB), that arrange for the shipment of grain, outward, by ocean-going vessel, from the Port of Churchill. As the CWB used the Churchill port regularly, this program will facilitate the transition to a new marketing model as it provides the time needed to establish increased diversification in the Port of Churchill. Assistance under this federally delivered program is up to $4.6 million per year for up to 500,000 tonnes of grain. Total assistance is up to $23 million. This five year program ends on March 31, 2017.

This program uses funding from the following transfer payment(s): Grant payments for the Churchill Port Utilisation program.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
4,849,270	4,849,270	4,849,270

Human Resources (FTEs)

2014–15	2015–16	2016–17
-	-	-

Performance Measurement

Expected Result	Performance Indicator	Target	Date to be Achieved
Grain shipments through the port are maintained	Number of tonnes of grains shipped per year from 2012 to 2017 under the Churchill Port Utilization Program	500,000	March 31, 2017

Planning Highlights

In 2014–15, AAFC will apply lessons learned from previous shipping seasons. A queue system will be applied once the program is fully subscribed. Program administration will monitor shipments closely. Any financial assistance becoming available from a cancelled shipment will be offered to program clients in the queue to maximize annual grain shipments through the port.

The Department will also consult clients to identify potential improvements to the program. This is also expected to help maintain grain shipments.

Sub-Program 2.2.7: Canadian Agricultural Adaptation Program*

Description: The objective of the Canadian Agricultural Adaptation Program (CAAP) is to facilitate the agriculture, agri-food and agri-based products sector's ability to seize opportunities, to respond to new and emerging issues, and to pathfind and/or pilot solutions to new and ongoing issues in order to help it adapt and remain competitive.

This program uses funding from the following transfer payment(s): Contributions to support Canadian Agricultural Adaptation Program.

*At the time this report was prepared, an updated CAAP was expected to launch in April 2014 and program details had not been finalized. The program name could also change.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
11,041,401	11,041,401	11,041,401

Human Resources (FTEs)

2014–15	2015–16	2016–17
15	15	15

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Sector develops strategies to respond to urgent and/or critical issues	Number of strategies to respond to urgent and/or critical issues developed by sector from 2014 to 2019	30	March 31, 2019
Sector develops tools to adapt to changing circumstances	Number of adaptive tools developed by sector from 2014 to 2019	30	March 31, 2019

Planning Highlights

In 2014–15, this program will support the Department's ongoing effort to help the sector adapt to changing circumstances. It will provide funding to develop industry-led strategies and tools to address issues and changing circumstances. A more fulsome discussion of Program details and refinement of performance information will be presented in the forthcoming 2014–15 DPR.

Program 2.3: Canadian Pari-Mutuel Agency

Description: Section 204 of the Criminal Code of Canada designates the Minister of Agriculture and Agri-Food as the individual responsible for the policy and regulatory functions pertaining to pari-mutuel wagering on horse races. The Canadian Pari-Mutuel Agency (CPMA) is a special operating agency within AAFC that regulates and supervises pari-mutuel betting on horse racing at racetracks across Canada, with the objective of ensuring that pari-mutuel betting is conducted in a way that is fair to the betting public. Costs associated with the activities of the CPMA are recovered through a levy on every dollar bet in Canada on horse races. The levy is currently set at eight-tenths of a cent of every dollar bet. CPMA's strategic plans are focused on regulating and supervising pari-mutuel wagering on horse races in the most modern, effective and transparent manner.

Budgetary Financial Resources (dollars)

	2014-15 Main Estimates	2014-15 Planned Spending	2015-16 Planned Spending	2016-17 Planned Spending
Gross Spending	9,014,000	9,014,000	8,915,000	8,818,000
Less Respendable Revenue	8,980,000	8,980,000	8,621,000	8,276,000
Net Spending	34,000	34,000	294,000	542,000

Human Resources (FTEs)

2014–15	2015–16	2016–17
33	33	33

Performance Measurement

Expected Result	Performance Indicator	Target	Date to be Achieved
Pari-mutuel betting is conducted in a way that is fair to the Canadian betting public	Percentage of compliance with the Pari-Mutuel Betting Supervision Regulations of Canadian racetracks and betting theatres inspected by CPMA officers	100	March 31, 2015

Planning Highlights

To help assure the Canadian betting public that pari-mutuel betting is conducted fairly, the CPMA[xxvi] will approve and inspect pari-mutuel betting activities conducted at racetracks and betting theatres across Canada. This will ensure continued compliance with the *Pari-Mutuel Betting Supervision Regulations* (the Regulations) and policies.

In 2014–15, the CPMA will continue to implement a new operational model with respect to pari-mutuel supervision. This new model will promote more efficient use of its limited resources, while enabling the Agency to deliver on its mandate to ensure the integrity of the horse racing betting system.

The CPMA will begin to replace expiring collection and analytical contracts, while maintaining uninterrupted delivery of its national equine drug control program. This program is delivered at Canadian racetracks to help ensure outcomes are not influenced by the inappropriate administration of drugs or medications to race horses.

The federal levy on pari-mutuel betting is expected to support a CPMA operating budget of approximately $8.6 million dollars for 2014–15.

Internal Services

Description: Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not to those provided specifically to a program.

Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
150,473,375	150,473,375	148,474,244	146,864,098

Human Resources (FTEs)

2014–15	2015–16	2016–17
1,505	1,471	1,457

Planning Highlights

Program and Service Improvements

AAFC will continue to improve how programs are delivered to Canadians. Over the past year, the Department has significantly consolidated and standardized all non-BRM Grants and Contributions programs. In 2014–15, it will focus on automating and streamlining for efficiency, strengthening risk-based decision making and reducing reporting burden.

Under the five-year *Service Modernization Strategy*, in 2014–15, the Department will enhance the Client Feedback System to improve service to clients by ensuring program design and service improvements are informed by accurate, up-to-date information on client needs and priorities. This service modernization approach reflects a deliberate decision to move towards cost-effective online services. AAFC will provide clients with improved access to consistent, quality programs and services by taking a more integrated approach to service delivery across channels and expanding available online services. The Department will continue to strengthen its service focus by promoting its new Service Pledge[xxvii] internally, providing Service Excellence training to staff, and through ongoing measurement and reporting on client-focused service standards.

Human Resources Management – Support to, and engagement of, AAFC's workforce

Supporting and engaging AAFC's workforce to meet current and future work objectives and opportunities is a key departmental priority. An adaptable, high-performing, engaged, and diverse workforce with the right skills supports the Department's capacity to meet current and evolving business. A key initiative to support this priority is ensuring excellence through talent and performance management; the Department will build on existing practices reflective of the new directive on performance management.

Investment Plan Implementation

In line with the departmental Investment Plan 2013–14 to 2017–18, approved by the Treasury Board, AAFC will continue to support new targeted initiatives linked to Strategic Outcomes of the Department and government priorities. Highlights include:

- space reductions in leased sites by co-location, relocation and initiating new government standards towards modernizing the workplace, such as *Workplace 2.0* , to ensure space is used as efficiently as possible; and
- Investment Plan governance that provides the necessary systems and processes to integrate relevant planning information and determine priority investments across the Department.

Information Management and Information Technology (IM and IT)

The Department will continue with the Government of Canada mandated E-mail Transformation Initiative preparation and readiness activities for AAFC's email migration, which will help in the requirement to meet the Record Keeping Directive by 2015.

Greening Government Operations

AAFC is a participant in the 2013–2016 Federal Sustainable Development Strategy and contributes to the Theme IV (Greening Government Operations) targets through the internal services program. The Department plans to:

- reduce the departmental greenhouse gas emissions from its buildings and fleet by 10.1% below 2005 levels by 2020;
- achieve an industry-recognized level of high environmental performance in Government of Canada real property projects and operations pursuant to the departmental Real Property Sustainability Framework;
- take action to embed environmental considerations into public procurement, in accordance with the federal Policy on Green Procurement;
- develop an approach to maintain or improve the sustainability of its workplace operations; and
- take further action to improve water management within its real property portfolio.

Additional details on the Department's activities can be found in the Greening Government Operations Supplementary Information Table[xxviii].

Section III: Supplementary Information

Future-Oriented Statement of Operations

The consolidated future-oriented condensed statement of operations presented in this subsection is intended to serve as a general overview of AAFC's operations. The forecasted financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the consolidated future-oriented statement of operations is prepared on an accrual accounting basis and the forecast and planned spending amounts presented in other sections of this report are prepared on an expenditure basis, amounts will differ.

A more detailed consolidated future-oriented statement of operations and associated notes, including a reconciliation of the net costs of operations to the requested authorities, can be found on AAFC's website[xxix].

Consolidated Future-Oriented Condensed Statement of Operations (Unaudited)
For the Year Ended March 31 (dollars)

Financial Information	Estimated Results 2013–14	Planned Results 2014–15	Change
Total expenses	2,509,284,000	2,359,481,000	(149,803,000)
Total revenues	59,488,000	59,248,000	(240,000)
Net cost of operations	2,449,796,000	2,300,233,000	(149,563,000)

The net cost of AAFC's operations is projected to be $2.3 billion in 2014–15, an expected decrease of $149.6 million compared to 2013–14 estimated results. This reduction is mainly due to a decrease in total expenses of $149.8 million. A decrease of $137.2 million in Internal Services is expected as a result of ongoing efforts to increase efficiencies within the Department's operations and realignment of activities previously associated with Internal Services. The total expense decrease is also related to an overall decrease in Business Risk Management programming (decrease of $48.8 million), particularly within the AgriStability program. Other 2014–15 program alignment activities are expected to increase slightly, for a total increase of $36.2 million.

Total expenses are projected to be $2,359 million in 2014–15. The majority of these expenses are in the form of transfer payments under Business Risk Management (54.7% or $1,290 million) and are related to departmental programs discussed in Section II of this report. Other expenses are comprised of $487 million (20.6 % of total expenses) in Science, Innovation, Adoption, and Sustainability and $209 million (8.9%) in Market Access, Negotiations, Sector Competitiveness, and Assurance Systems.

Total revenues are projected to be $182.8 million for 2014–15. The majority of these revenues are for crop re-insurance premiums (47.9% or $87.6 million). Other revenues were comprised of $74.8 million in sale of goods and services (41.0%), followed by $13.2 million in interest (7.2%). These revenues are presented net of revenues earned on behalf of government ($123.5 million) in the departmental consolidated future-oriented statement of operations.

List of Supplementary Information Tables

The supplementary information tables listed in the *2014–15 Report on Plans and Priorities* can be found on the AAFC's website[xxx].

- Details on Transfer Payment Programs (TTPs);
- Disclosure of TPPs under $5 million;
- Up-Front Multi-Year Funding;
- Greening Government Operations;
- Horizontal Initiatives;
- Upcoming Internal Audits and Evaluations over the next three fiscal years;
- Status Report on Transformational and Major Crown Projects; and
- User Fees.

Tax Expenditures and Evaluations

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals, and credits. The Department of Finance publishes cost estimates and projections for these measures annually in the Tax Expenditures and Evaluations publication[xxxi]. The tax measures presented in the Tax Expenditures and Evaluations publication are the sole responsibility of the Minister of Finance.

Section IV: Organizational Contact Information

Public Information Requests Services
Agriculture and Agri-Food Canada
1341 Baseline Road
Ottawa, Ontario K1A 0C5

Telephone: 613-773-1000
Toll-free: 1-855-773-0241
Fax: 613-773-2772
TDD/TTY: 613-773-2600
Email: info@agr.gc.ca
Website: www.agr.gc.ca

Endnotes

[i] Treasury Board Secretariat Estimates Publications and Appropriation Acts, http://www.tbs-sct.gc.ca/ems-sgd/esp-pbc/esp-pbc-eng.asp

[ii] Selected Departmental Performance Reports for 2008-2009 – Department of Industry, Department of Transport. Report of the Standing Committee on Public Accounts, September 2010, http://www.parl.gc.ca/HousePublications/Publication.aspx?Mode=1&Parl=40&Ses=3&Language=E&DocId=4653561&File=0

[iii] Strengthening Parliamentary Scrutiny of Estimates and Supply. Report of the Standing Committee on Government and Operations Estimates, June 2012, http://www.parl.gc.ca/HousePublications/Publication.aspx?DocId=5690996&Language=E&Mode=1&Parl=41&Ses=1

[iv] Whole-of-government framework, http://tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx

[v] Agricultural Acts and Regulations, www.agr.gc.ca/acts

[vi] AAFC Portfolio Organizations, www.agr.gc.ca/portfolio

[vii] 2014–15 Main Estimates, http://www.tbs-sct.gc.ca/ems-sgd/esp-pbc/esp-pbc-eng.asp

[viii] 2013-2016 Federal Sustainable Development Strategy,
http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=A22718BA-1

[ix] AAFC's Sustainable Development website,
www.agr.gc.ca/sds

[x] Environment Canada's Sustainable Development website,
http://www.ec.gc.ca/dd-sd

[xi] *Growing Forward 2*,
http://www.agr.gc.ca/GF2

[xii] AgriStability,
www.agr.gc.ca/agristability

[xiii] AgriInvest,
www.agr.gc.ca/agriinvest

[xiv] AgriRisk Initiatives,
www.agr.gc.ca/agririsk

[xv] *Canadian Agricultural Loans Act*,
www.agr.gc.ca/cala

[xvi] Advance Payment Program,
www.agr.gc.ca/APP

[xvii] AgriInsurance,
www.agr.gc.ca/agriinsurance

[xviii] Value Chain Round Tables,
http://www.ats-sea.agr.gc.ca/rt-tr/index-eng.htm

[xix] Canadian Wheat Board Transition Costs program,
http://www.agr.gc.ca/eng/about-us/key-departmental-initiatives/marketing-freedom-for-grain-farmers/what-you-need-to-know/canadian-wheat-board-transition/?id=1323987970940

[xx] *Marketing Freedom for Grain Farmers Act*,
http://laws-lois.justice.gc.ca/eng/acts/M-1.5/

[xxi] Farm Products Council of Canada,
http://www.fpcc-cpac.gc.ca/

[xxii] Agricultural Greenhouse Gases Program,
http://www.agr.gc.ca/eng/?id=1331047113009

[xxiii] Farm Debt Mediation Services,
www.agr.gc.ca/FDMS

[xxiv] *Farm Debt Mediation Act*,
http://laws-lois.justice.gc.ca/eng/acts/F-2.27/page-1.html

[xxv] Community Pastures Program,
http://www.agr.gc.ca/eng/?id=1298388156452

[xxvi] Canadian Pari-Mutuel Agency,
www.agr.gc.ca/CPMA

[xxvii] AAFC Service Pledge,
http://www.agr.gc.ca/eng/about-us/what-we-do/?id=1360700688523

[xxviii] Greening Government Operations Supplementary Information Table,
http://www5.agr.gc.ca/eng/?id=1389827515470

[xxix] AAFC's Future-oriented statement of operations,
http://www.agr.gc.ca/FinancialStatements

[xxx] AAFC's supplementary information tables listed in the 2014–15 Report on Plans and Priorities
http://www5.agr.gc.ca/eng/?id=1390336921183

[xxxi] Tax Expenditures and Evaluations publication,
http://www.fin.gc.ca/purl/taxexp-eng.asp